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ABSTRACT

The major goal of this report was to minimize complaints due to discrepancies in the salary schedule for male and female sponsors of extracurricular activities at Caesar Rodney School District, Delaware. The four objectives were (1) to develop a salary schedule for teachers of extracurricular activities, (2) to develop a guide for the recruitment of sponsors and coaches, (3) to develop criteria to serve as a basis for the district's collective bargaining process, and (4) to provide evidence of affirmative action on the part of the district. Questionnaires were distributed to students and teachers to assess the existing salary schedule. A task force composed of teachers and administrators developed evaluative criteria that provided a rating scale matrix from which salaries were established. A guide for the recruitment of sponsors was distributed to all district principals and department heads. Principals were able to use the guide to provide objective information to prospective sponsors, thus assuring mutual understanding and a minimum of complaints. A lengthy appendix provides data on such things as needs assessment, recruitment, results of the questionnaire, evaluation of criteria, and a copy of the administrator guide. (Author/LD)

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THE DEVELOPMENT AND IMPLEMENTATION OF PROCEDURES TO REDUCE OR MINIMIZE COMPLAINTS AS RELATED TO EXTRA-CURRICULAR ACTIVITY SALARY SCHEDULES

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Submitted in partial fulfillment of the requirements of the National Ed. D. Program for Educational Leaders, NOVA University

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Introductory Practicum
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TITLE: The Development and Implementation of Procedures to Reduce or Minimize Complaints as Related to Extra-curricular Activity Salary Schedules

DESCRIPTORS: Co-curricular Activities: Extra-curricular Activities; Salaries; Teacher Sponsors; Recruitment; Criteria for Salaries; Rating Scale

ABSTRACT: A procedure was developed and implemented to reduce complaints of sponsors related to extra-curricular activity salary schedules. This was accomplished by constructing evaluative criteria to equitably assess the work load requirement for each extra-curricular activity. A point rating was established for six criteria from which a total rating matrix became the basis for the application of a uniform dollar value for total points received on the criteria.

The author reviewed research on existing programs (practically non-existent), requested salary schedules and the basis therefor from school districts from across the Country comprising 800,000 students and from each school district in the State of Delaware.

The development of the criteria involved a task force committee of teachers and administrators from the School District. Questionnaires were used for students and teachers to provide information and assessment of the existing salary schedule. The task force, starting from point zero, met on a regular weekly basis from September 1977 through March of 1978. Using their best judgment, criteria were prepared and tried out on selected activities and sponsors. Each criterion was then subjected to an evaluation by ten staff members, and all criteria selected to be included in the final document were

scrutinized, modified, edited, and accepted by the task force and Superintendent. A grievance mechanism was also devised which would allow sponsors to request an administrative review to re-evaluate the point value assigned to an activity. Finally, the criteria were adopted by the Board of Education at its April 1978 meeting. The criteria were applied to all extra-curricular activities, providing a rating scale matrix from which salaries were established for the sponsors of all activities. A guide for the recruitment of sponsors was disseminated to all principals and department heads of the District. The guide included the criteria, the application of the criteria for each activity, a rating scale matrix, and the salary schedule. Principals, using the guides as a basis, were able to provide objective data and information for prospective sponsors, thus assuring mutual understanding and a minimum of complaints. Copies of the guide were disseminated to the Department of Public Instruction, the Chief School Officers of each school district in the State of Delaware, and to the State Association of National Association of Secondary School Principals.

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THE DEVELOPMENT AND IMPLEMENTATION OF PROCEDURES TO REDUCE OR MINIMIZE COMPLAINTS AS RELATED TO EXTRA-CURRICULAR ACTIVITY SALARY SCHEDULES

I. THE IDENTIFICATION OF THE PROBLEM

A. Introduction

The Caesar Rodney School District serves 7,600 pupils K-12. The curriculum offering attempts to meet the needs of all students with a program range from severely mentally retarded students to those who are academically talented and gifted. In addition, a large number of extra-curricular activities are provided. At the present time there are approximately 100 pcsitions involving approximately 60 extra-curricular activities (Appendix A). A goal of the extra-curricular activities program is to "provide students with the opportunity to explore and develop interests and talents, and assist in the development of physical, emotional, and intellectual growth. This is a major means of fulfilling those educational objectives that are not always adequately served by the regular classroom instruction."[1]

B. Identification of the Problem and Documentation of Need

Discrepancies existed in the salary schedule for

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[1]"Extra-Curricular Activities". Policy Manual, Caesar Rodney Board of Education; adopted March 25, 1974.

extra-curricular activity sponsors that resulted in alleged discriminatory practices. The District needed to establish a salary schedule for sponsors and coaches of extra-curricular activities based on objective criteria.

The State unit of the National Organization for Women (NOW) and the National Association for the Advancement of Colored People (NAACP) filed a complaint with the Equal Employment Opportunities Commission (EEOC) against the District for discrimination on the basis of sex in connection with salaries paid women coaches assigned extra-curricular duties (Appendix B). The complaint was also lodged against all other districts in the State. Subsequent to the filing of the complaint, an investigation was conducted in the District by a team of investigators on behalf of EEOC. The investigating team cited what they considered discriminatory salary payments to coaches. Efforts were made to conciliate the differences, but no agreement was reached.

In addition to the formal complaint, there were concerns expressed by teachers. The degree of dissatisfaction varied from school to school. Three sponsors recently resigned: a cheerleading sponsor, a field hockey sponsor, and a soccer intramural sponsor. In each case, it was felt that the time required to perform the duties as sponsor exceeded the salary provided for the activity.

In accordance with Rule 19 of the Delaware Secondary School

Athletic Association, "only those professional employees certified by the Department of Public Instruction and whose salary is paid by the State and/or local board of education shall coach, assist in coaching, or direct member school teams in that district."[2] This rule, along with the increasing difficulty of locating sponsors from within the ranks of teachers, necessitated a positive approach to the problem.

At the Dover Air Force Base High School, within the Caesar Rodney School District, the principal was unable to locate a sponsor willing to take the cheerleaders. The cheerleaders were allowed to practice on their own prior to the opening of school, but were finally told just prior to a game that they would be unable to participate since no sponsor was available. Subsequently, cheerleaders and parents walked into the Superintendent's office unannounced, demanding help and a solution to the problem.

Title IX guarantees that whether you are a male or female student you will have equal opportunity to compete in athletics in a meaningful way. Implementation of the institutional (Caesar Rodney School District) self-evaluation process to assess compliance reveals -- and perhaps the most important of the needs cited in support of this proposal -- that "it may be

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[2]"Rule 19A". Delaware Secondary School Athletic Association Handbook, Department of Public Instruction; Dover, Delaware; 1977-78.

construed that equal opportunities exist, but there exists continual difficulty in getting female staff to accept coaching positions. Student interest has generated all of the present sports programs."[3] Specifically, the Caesar Rodney Junior High School students requested the establishment of an inter-scholastic girls' basketball team, an intramural gymnastics program for boys and girls, and acceptance of girls in the boys' track program (petition dated May, 1975; meeting with parents, November 17, 1975). In order to meet the requests of the students, agreement was reached to establish the programs requested (Board minutes dated May 25, 1976). Subsequent to the establishment of programs requested by the students, the principal, having advertised for and having made verbal solicitation to staff members for coaches, experienced difficulty in procuring coaches for the new programs. One of the major reasons for the difficulty was the lack of an adequate rationale for the setting of extra-curricular stipends within the District, thus students' programs were affected adversely; therefore, the need existed to alleviate this problem on behalf of the students.

C. Statement of Goals and Objectives

The major goal of this proposal is to reduce or minimize complaints because of discrepancies in the present extra-curricular activity salary schedule, thereby assuring a high quality of extra-

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[3]Self-Evaluation of Policies and Practices Related to the District Athletic Program ... Title IX ... page 3.

curricular activities for students by attracting competent sponsors from the regular teaching staff. The four objectives of this introductory proposal, within the framework of the stated goal, are as follows:

1. Given the situation of complaints pertaining to the discrepancies in the payment of sponsors for extra-curricular activities, a salary schedule will be developed and implemented by May of 1978. The salary schedule will be based on objective criteria and will be acceptable when approved by the Caesar Rodney Board of Education upon the recommendation of the School Superintendent.

2. Given the approval of an equitable salary schedule for sponsors of extra-curricular activities, a guide will be developed and published in May of 1978 to assist the District in the recruitment of teachers on behalf of student activities programs. The objective will be completed when the guide has been approved by the Board of Education and disseminated to building principals.

3. Given the approval of an equitable extra-curricular activity salary schedule and the publication of a guide for use in the recruitment of student activity sponsors, the School Superintendent will provide the District's negotiations/management team with the criteria to serve as a basis for its

bargaining position in the negotiation process with the Caesar Rodney Education Association. The negotiation process will be concluded no later than June 30, 1978. The accomplishment of the intent of this objective will be realized when the Association and the Board of Education ratify the new contract.

4. Given the approval of an equitable extra-curricular activity salary schedule, ratified by the Board of Education and the Caesar Rodney Education Association, and the recruitment of ten qualified sponsors to fill vacancies in the student activities program, the Superintendent and Board of Education will provide evidence of affirmative action as a part of conciliatory efforts with the EEOC. This objective will be attained when ten new sponsors have been appointed by the Board of Education and evidence has been submitted to the EEOC.

II. THE STRATEGIC DEVELOPMENT OF THE PRACTICUM

A. Review of Related Literature

Before the actual development of criteria upon which to base salary schedules for sponsors of extra-curricular activities was begun, an examination of available literature on the subject was completed. Few documents which pertained to the topic were available from the Educational Research Information Center (ERIC). It became evident as the review went on that there is a great

amount of literature on "extra-curricular activities", but very little has been written about salary schedules for sponsors of activities. No central repository for justification of salary schedules is available, even though the Educational Research Service, Inc. (ERS), Washington, D. C., has published a national survey entitled "Extra Pay for Extra Duties of Teachers, 1974-75". This document deals with the practice of adding supplements to teachers' salaries for guidance and supervision of extra-curricular activities outside regularly scheduled school hours. It also presents a system-by-system listing of extra pay,along with examples of salary schedule supplements. Noticeably absent from the document is any reference to a comprehensive rationale or justification for salary schedule differentials.

It is important to keep in mind that the problem in the Caesar Rodney School District was not the absence of a supplemental salary schedule for sponsors, but the absence of a schedule based on objective criteria sufficiently acceptable to teachers of the District.

The review of the literature included reading many articles and books related to extra-curricular activities (see Bibliography).

One of the major sources of help came from fellow practioners. While they were not involved in a practicum effort, they were concerned with the necessity of meeting the scrutiny of such

organizations as the National Organization for Women and the Equal Employment Opportunities Commission. It is suspected that one of the major reasons for the sparseness of literature in the area of criterion-referenced salary schedules for extra-curricular activities is that little attention was given prior to the implementation of Title IX.

B. Surveys

1. Neighboring Districts

Twelve neighboring school districts provided the author with their salary schedules used to supplement salaries of teachers who sponsor extra-curricular activities. All twelve districts had a large variety of activities and a specific salary schedule. Only five, however, provided support data which were used by them to arrive at specific salaries for sponsors.

The Milford School District used an evaluative instrument which contained nine "variables" to support the assigned salary for each activity.

The Newark School District used six "factors," allowing a maximum number of points obtainable under each factor. A summary of points was calculated on each activity, and the salary assigned the sponsor of the activity was relative and in accordance with the point value.

The Seaford School District negotiated a contract with its teachers which provided an extra-duty pay schedule using

seven "factors" as a basis. One thousand points was the maximum allowable, with an arbitrary percentage allocation for each of seven factors ranging from a time factor at fifty percent to an equipment factor at three percent.

The Stanton School District used what is called a "Rating Method for Extra Pay for Extra Responsibility" related to extra-curricular activities. Criteria were used to assess each activity and related responsibility requirements, and the salary was based on the rating.

The Laurel Board of Education and the Laurel Education Association agreed to fund extra-duty positions on a point system based on seven responsibility areas.

Table 1 shows the disparity of approaches used in five Delaware Districts.

TABLE 1

DELAWARE SCHOOL DISTRICTS
EXTRA-CURRICULAR SALARY SYSTEMS

	Districts				
	Milford	Newark	Seaford	Laurel	Stanton
Primary	weighted raw score for each factor	pts. & % of pts.	pts. & % of pts.	scaled point schedule	weighted raw score each factor, approximations
Time	weighted raw score	set hours each activity	set hours each activity	points for hours w/maximum	hours applied to scale
No. of Students Responsibility	weighted raw score	points based on students	point per student	scale of points	hours applied to scale
Ratio (students to sponsor)	-	students ÷ sponsors	students ÷ sponsors	-	-
Pressure	average attendance x events ÷ staff	subjectively determined	average crowd of publications	-	subjective scale
Equipment	weighted based on number of elements	ration of inventory & points	1 per $1000	points to dollars	-
Supervision	1 point per asst.	-	set point spread	scale of points	number to scale
Divisions	-	points for teams	points per division	-	-
Preparation	-	-	-	points for hours w/maximum	-
Training	-	-	-	points & hours w/maximum	subjective scale
Injury Risk	number of incidents	-	-	-	subjective scale
Travel	No. trips x average no. students ÷ sponsors	-	-	-	subjective scale
Paid Events	1 pt. each	-	-	-	-
Environment	Set scale	-	-	-	subjective scale

2. Selected Nationwide Districts

Responses on salary schedules and criteria used for extra-curricular activities were requested from ten districts having a total pupil population of approximately 850,000 pupils. It is significant to note that the two largest school districts surveyed -- the City of Chicago and Montgomery County, Maryland -- compensate extra-curricular sponsors at an hourly rate with pre-established maximum hours allowable for each activity.

As can be seen from the following analysis, most districts have no criteria to support the schedule in existence.

TABLE 2
Methods by Which Pay for Extra-curricular Activities is Established in Selected Districts (Nationwide)

DISTRICTS	FORMULA			
	Hourly Wage	Index	Point Scale	Raw Schedule
Chicago, Ill.	X			
Bordentown, N. J.		X		
Upper Adams, Pa.				X
Springfield, Pa.			X	
Chesapeake, Va.				X
Montgomery Co., Md.	X			
Wilmington, Del.		X		
Rockingham Co., Va.		X		
Kent Co., Md.			X	
Prince Georges, Md.	No Response			

3. Pre-Practicum Questionnaire (Faculty)

Thirty-two District teachers were requested to rate the existing Caesar Rodney District Extra-curricular Activities Salary Schedule. Teachers selected to respond to the questionnaire were taken from a faculty list with consideration being given to sex, race, sponsors, non-sponsors, and secondary and elementary school levels.

Tabulation of all the survey responses is shown in Appendix C. It is important, however, to emphasize the responses to four of the questions in order to point out the need for the practicum and to provide comparison data for evaluation of the procedure developed and implemented as a result of this practicum. The following table presents the results of four important questions posed in the pre-practicum questionnaire:

TABLE 3

PRE-PRACTICUM QUESTIONNAIRE TO FACULTY
FOUR SELECTED QUESTIONS AND ANSWERS
(4 excellent; 3 good; 2 fair; 1 poor)

1. How well does the student activities program complement and enrich classroom activities?

4	3	2	1
28%	51%	21%	0%

2. How well does the salary schedule compensate the sponsors commensurate with responsibility?

4	3	2	1
0%	32%	68%	0%

3. How equitable is the salary schedule?

4	3	2	1
0%	31%	68%	1%

4. Do you feel non-sports related activites are paid as well as sports related activities?

Yes	No
31%	69%

Approximately 80% of those questioned felt that the present activities program complements and enriches the classroom activities, rating them at least good to excellent. Sixty-eight percent of the same respondents, however, rated the salary schedules for extra-curricular sponsors fair to poor. Additionally, sixty-nine percent thought non-sports activities less well paid in relation to sports activities.

4. Pre-Practicum Questionnaire (Students) (Appendix D)

Approximately seventy-five senior students responded to a questionnaire relative to the extra-curricular activity program. Fifty-three percent of the respondents did not feel that teacher sponsors should be paid on equal hourly bases. Sixty percent thought "pressure" of the activity should be a consideration. Sixty percent of the students felt there was no discrimination on the basis of sex, while 35% considered that there did exist discrimination on the basis of sex. Seventy-five percent thought varsity football should be the highest paid activity sponsor.

C. Task Force Assistance in Criteria Development

To assist with the development of criteria upon which to base salary schedules for sponsors of extra-curricular activities as stated in the first objective of the practicum, a task force of teachers was established. The task force included nine teachers from three secondary schools and one elementary school. Task force members included experienced sponsors,

appropriate racial and sexual mix, and persons with a genuine interest in equity of pay schedules.

The major charge to the group was to assist the author with the development of criteria from which all extra-curricular activities could be evaluated for the purpose of establishing pay schedules. A list of twenty-one committee tasks was accepted and completed by the task force (Appendix E).

The task force defined their first concern to be that of reviewing the literature relative to the problem, along with analysis of what other districts were doing in regard to the problem of salary schedules for sponsors of extra-curricular activities.

To facilitate inputs and assist the task force group, a worksheet devised to create a structure for developing consensus was used:

1. Public Pressure
   a) Public attitudes
   b) Press and radio
   c) Tournaments
      Recommendations

2. Student Participation
   a) Age, maturity, physical Requirements
   b) Paid adult assistance
      Recommendations

3. Duration of Activity
   a) Total hours
      1) Hours during school year
      2) Hours prior to and outside school year
      Recommendations

4. Financial Responsibility
   a) Types of equipment
   b) Revenue Production
      Recommendations

5. Hazards
   a) Body contact
   b) Travel
   c) Public attitude
   d) Liability
   Recommendations

6. Equipment Supervision
   a) Distribution, collection, etc.
   b) Quantity
   c) Quality
   d) Procurement
   Recommendations

7. Supervision of Off-Premises Activities
   a) Number of field trips
   b) Number of students
   c) Time of events
   d) Paid assistants
   Recommendations

8. Personnel Supervision
   a) Amount of time
   b) Time to develop programs and techniques
   c) Other responsibilities
   Recommendations

9. Degree of Specialization
   a) Specialized training required
   b) Self-improvement
   Recommendations

The task force, meeting on a weekly basis from September of 1977 through January of 1978, recommended the following criteria: Duration of activity; Student participation; Assistants/divisions; Public exposure; Off-premises supervision; and Charge or fee events.

1. Duration of Activity

The duration of the activity is the number of hours a coach or sponsor is in direct contact with students on a regular basis beyond the regular school

day. Assistant coaches will be given credit for the same hours as for the head coach. Where JV, 9th grade coaches, or assistant sponsors are required to begin practice with the varsity or similar level in non-athletics, credit will be given for all hours.

a) Practices: Hours spent with students on a regular basis beyond the regular school day. Contests or performances are excluded. Maximum reportable hours -- 3 per practice, no more than five times a week; Sundays are not permitted. For junior high time a maximum number of practices prior to the first scheduled game for which credit will be given is twenty.

b) Contests/performances: The hours spent with students for contests or performances to a maximum of three hours each. Hours for Conference and State tournaments may be included only where participation by a team or individual is not based on qualification in a conference championship, season record, or other prerequisites.

Rating Scale

Hours	Rating
1-34	1
35-69	2
70-104	3
105-139	4
140-174	5
175-209	6
210-244	7
245-279	8
280-314	9
315-349	10
350-384	11
385-419	12
420-454	13
455-489	14
490+	15

2. Student Participation

Coaches and sponsors have responsibilities in terms of the number of student participants. Assistant coaches' and sponsors' responsibilities will be in terms of seventy-five percent of the student participation.

The number of students to be considered is the number of participants involved at the end of the season (Awards Assembly), or at the end of the year for activities conducted during the entire school year.

In the case of non-athletic activities not meeting on a regular daily basis, only the officers and working staff may be counted toward student participation. For example, large group meetings at which the sponsor acts primarily in a supervisory role are not counted in the

student total.

Rating Scale

Students	Rating
1-9	1
10-19	2
20-29	3
30-39	4
40-49	5
50-59	6
60-69	7
70-79	8
80-89	9
90+	10

3. Assistants/divisions

Coaches and sponsors have supervisory responsibilities. These are:

a) The number of paid assistants for which a head coach or sponsor is responsible. It is assumed that the head coach or sponsor has the responsibility for the total program within a school.

b) The number of divisions is the number of teams or levels of programs within a particular activity for which a coach or sponsor is responsible. The head coach or sponsor is credited for all; other coaches or sponsors within the activity are credited if responsible for a separate entity.

Note: Only those assistants and/or positions authorized under Schedule B of the Agreement will be used for credit.

Rating Scale

1 point for each paid assistant
1 point for each division

No limit to maximum points

4. Public Exposure

Exposure of activities to public viewing contributes to the pressure on an individual coach or sponsor. The average number of people in attendance at all home events of each activity is an indication of the amount of exposure and public interest.

Points will be awarded for each 1,000 in attendance or portion thereof. Personnel classified as assistants will receive up to seventy-five percent of total points credited to the head coach or sponsor.

Actual figures will be used where there is an admission fee and tickets are sold; estimates where no charge is made (estimates will be verified).

Rating Scale

Attendance	Points
0	0
1	1
1,001 - 2,000	2
2,001 - 3,000	3
3,001 - 4,000	4
4,001 - 5,000	5
5,001 - 6,000	6
6,001 - 7,000	7
7,001 - 8,000	8
8,001 - 9,000	9
9,001 - 10,000	10
10,001 - 11,000	11
11,001 - 12,000	12
12,001 - 13,000	13
13,001 - 14,000	14
14,001+	15

5. Off-premises Supervision

Activities which take place off campus generally place additional responsibilities on a coach or sponsor. Travel, mode of travel, time of day, and unfamiliar surroundings all tend to add to the normal reponsibilities associated with contests and performances. Only those contests, events or performances normally scheduled or recurring each season/year may be used for credit.

Points are awarded in this category by taking the number of students traveling off campus, divided by all coaches, sponsors, and/or adult chaperones accompanying students, times the number of off-campus activities. The number derived is applied to the rating scale for the head coach or sponsor. Assistants or JV coaches normally accompanying the varsity squad (with JV squad) will be awarded one less point than that awarded the head person.

Rating Scale

Score	Rating
1 - 35	1
36 - 70	2
71 - 105	3
106 - 140	4
141 - 175	5
176 - 210	6
211 - 245	7
246 - 280	8
281 - 315	9
316 - 350+	10

6. Charge or Fee Events

This applies to main home events or activities where the public is charged a usual and customary fee. Activities considered in this category are: varsity basketball, football, soccer, and wrestling; annual band concerts; annual stage productions; annual yearbooks; and newspaper sales. Other activities will be considered upon recommendation of the principal.

Junior varsity and junior high events, bake sales, dances, class trips, and such are not considered.

Rating Scale

1 point for each event, performance, or sale

D. Performance Rating of Criteria

Each criterion was field tested and subjected to an evaluation and a performance rating. A formative evaluation instrument having seven categories was used: (1) clarity of statement, easy to understand, completeness; (2) fairness to all relevant consumers; (3) appropriateness; (4) long-term relevance; (5) district and state-wide significance; (6) student benefit; and (7) ease of administration. Each category was rated on a five-point scale: Weak - 1; Minimally acceptable -2; Good, fairly comprehensive - 3; Excellent and comprehensive - 4; Inadequate - 0. Any criterion scoring an average of three or more on all evaluative categories was considered satisfactory and became a part of the final criteria. Each criterion was

rated by eight different teachers or administrators. The average rating for each criterion was as follows: (Appendix F)

Criterion #1	Duration of Activity	3.285
Criterion #2	Student Participation	3.08
Criterion #3	Assistant/divisions	3.18
Criterion #4	Public Exposure	3.13
Criterion #5	Off-premises Supervision	3.284
Criterion #6	Charge or Fee Events	3.02

E. Application of the Criteria to District Extra-curricular Activities

Having established the criteria, the subsequent step was to apply the criteria to all extra-curricular activities. The following results were obtained by evaluating each activity, gathering data from the sponsors and verified by principals.

DISTRICT RATING SCALE MATRIX

Application of the Extra-Curricular Criteria resulted in the following for each activity:

NAME OF ACTIVITY	* SCHOOL	1	2	3	4	5	6	Total Rating
Coordinator of Athletics	CR	12	-	28	-	-	-	40
	AB	11	-	23	-	-	-	34
	CRJ	6	-	12	-	-	-	18
FALL SPORTS								
Football: Varsity	CR	7	5	9	11	3	5	40
	AB	7	4	6	10	3	5	35
Ass't. Varsity	CR	7	4	-	8	2	5	26
	AB	7	3	-	7	2	5	24

*CR -Caesar Rodney High School
AB -Dover Air Force Base High School
CRJ-Caesar Rodney Junior High School

NAME OF ACTIVITY	SCHOOL	1	2	3	4	5	6	Total Rating
Jr. Varsity	CR	7	4	2	1	3	-	17
9th Grade	CR	6	4	1	1	3	-	15
	AB	6	4	1	1	3	-	15
Jr. High	CRJ	5	5	3	1	1	-	15
Ass't. Jr. High	CRJ	5	3	-	1	1	-	10
Cross Country: Varsity	CR	5	3	1	1	4	-	14
	AB	5	3	1	1	4	-	14
Soccer: Varsity	CR	6	3	3	2	4	6	24
Jr. Varsity	CR	6	3	1	1	3	-	14
Intramurals	CRJ	1	4	-	-	-	-	5
Hockey: Varsity	CR	7	3	3	1	4	-	18
	AB	7	3	3	1	4	-	18
Jr. Varsity	CR	7	2	1	1	3	-	14
	AB	0	2	1	1	2	-	6
Jr. High	CRJ	4	4	1	1	3	-	13
Cheerleading: Varsity	CR	6	2	3	-	4	-	15
	AB	7	2	2	-	4	-	15
Ass't.	CR	3	2	-	-	4	-	9
Jr. High	CRJ	7	1	1	-	4	-	13
WINTER SPORTS								
Wrestling: Varsity	CR	7	5	3	5	5	8	33
	AB	7	4	3	4	5	8	31
Ass't. Varsity	CR	7	3	1	1	4	-	16
	AB	7	3	1	1	4	-	16
Jr. High	CRJ	5	4	2	1	2	-	14
Ass't. Jr. High	CRJ	5	3	-	1	1	-	10
Boys Basketball: Varsity	CR	7	3	5	5	4	10	34
	AB	7	3	5	4	4	10	33
Jr. Var.	CR	7	2	1	1	4	-	15
	AB	7	2	1	1	4	-	15
9th Grade	CR	5	2	1	1	3	-	12
Jr. High	CRJ	5	2	2	1	2	-	12
	AB	5	2	2	1	2	-	12
Ass't. JH	CRJ	5	1	-	1	1	-	8
Intramurals	CRJ	1	3	-	-	-	-	4

NAME OF ACTIVITY	SCHOOL	1	2	3	4	5	6	Total Rating
Girls Basketball: Varsity	CR	7	3	3	4	4	10	31
	AB	7	3	3	3	4	10	30
Jr. Var.	CR	7	2	1	1	4	-	15
	AB	7	2	1	1	4	-	15
Jr. High	CRJ	5	2	2	1	2	-	12
Ass't. JH	CRJ	5	1	-	1	1	-	8
Intramurals	CRJ	1	3	-	-	-	-	4
Winter Track	CR	3	4	1	-	5	-	13
	AB	-	-	-	-	-	-	N/A
Gymnastics	CRJ	1	4	-	-	-	-	5
SPRING SPORTS								
Baseball: Varsity	CR	7	4	3	1	4	-	19
	AB	7	4	3	1	4	-	19
Jr. Varsity	CR	7	2	1	-	3	-	13
	AB	7	2	1	-	3	-	13
Softball	CR	7	3	1	1	4	-	16
	AB	7	3	1	1	4	-	16
Intramurals	CRJ	1	2	-	-	-	-	3
Boys/Girls Track: Varsity	CR	7	5	2	1	4	-	19
	AB	7	3	2	1	4	-	17
Ass't. Var.	CR	7	3	-	1	3	-	14
	AB	7	2	-	1	3	-	13
Coed Track	CRJ	4	4	2	1	2	-	13
Ass't.	CRJ	4	3	-	1	1	-	9
Golf	CR/AB	6	2	1	-	2	-	11
Boys/Girls Tennis	CR/AB	6	2	1	1	2	-	12
Intramurals	CRJ	1	3	-	-	-	-	4
Music: Marching Band	CR	3	10	1	1	2	2	19
	AB	3	6	1	1	2	-	13
Concert Band	CR	3	10	1	1	-	-	15
	AB	3	-	1	1	-	-	5
Band	CRJ	1	6	1	1	-	-	9
Glee Club	CR	1	5	1	1	-	-	8
	AB	1	3	1	1	-	-	6
Chorus	CRJ	1	5	1	1	-	-	8

NAME OF ACTIVITY	SCHOOL	1	2	3	4	5	6	Total Rating
Stage: Annual Drama Prod.	CR	3	4	1	2	-	2	12
Annual Music Prod.	CR	3	6	1	2	-	2	14
Jr. Play (optional)	AB	2	3	1	1	-	2	9
Senior Play "	AB	2	3	1	1	-	2	9
Drama	CRJ	3	2	1	1	-	-	7
Student Publications								
Yearbook	CR	10	4	1	-	-	1	16
	AB	10	3	1	-	-	1	15
Newspaper	CR	3	2	1	-	-	5	11
	AB	2	1	-	-	-	5	8
	CRJ	2	2	1	-	-	3	8
Service Organizations								
Student Council	CR/AB	2	3	1	-	1	-	7
	CRJ	1	4	1	-	-	-	6
Safety Squad	CR/AB	2	2	1	-	-	-	5
	Welch	3	4	1	-	-	-	8
Stage Crew	CR	3	2	1	-	-	-	6
	AB	2	2	1	-	-	-	5
Audio Visual	CR/AB	2	1	1	-	-	-	4
	CRJ	2	1	1	-	-	-	4
Class Sponsors								
Freshman	CR	2	1	1	-	-	-	4
	AB	1	1	1	-	-	-	3
Sophomore	CR	3	1	1	-	-	-	5
	AB	2	1	1	-	-	-	4
Junior	CR	6	2	1	-	1	-	10
	AB	4	2	1	-	1	-	8
Senior	CR	5	2	1	-	1	-	9
	AB	4	2	1	-	1	-	8

F. Grievance Mechanism

In order to provide an opportunity for sponsors or principals to address complaints arising from the salary assigned extra-curricular activities, the following procedure was developed:

Administrative Review

A sponsor of an extra-curricular activity may request an administrative review and re-evaluation of the activity sponsored using the established criteria.

1. Upon request to the Assistant Superintendent for Personnel, a committee of three (one appointed by the President of the Caesar Rodney Education Association, one appointed by the Superintendent of Schools, and one appointed by the principal of the sponsor's school) will hear the sponsor of the activity and make recommendations for adjustments to the Assistant Superintendent for Personnel.
2. The Assistant Superintendent for Personnel will make recommendations and prepare an adjustment proposal for the Superintendent.
3. The Superintendent may present the adjustment proposal to the Board of Education for consideration and adjustment.

G. Adoption by the Board of Education

The Superintendent presented the finalized criteria

and rating for each activity, along with an administrative review attachment to provide opportunity for the expression of complaints and grievances to the Board of Education at its April meeting in 1978. The criteria, the results from the application of the criteria, and the grievance procedure were adopted and approved as presented, and thus became Board policy (Appendix G).

H. Salary Schedule

Application of the criteria to all activities resulted in considerable increases in most women's sports and minor activities. To assure that no activity sponsor be reduced as a result of the application of the criteria and that the majority of sponsors would receive increases, it was determined that an additional $7,600 would be required. The dollar value was determined to be $33 per point on the criteria rating scale. The Board of Education approved the following at its May, 1978, meeting:

SALARY SCHEDULE

A dollar value of $33 shall be placed on each point received in the rating scale using the criteria as a basis for evaluating each activity. Application of the dollar value to the rating scale points is as follows for each activity:

Activity	School	Rating	Amount
Coordinator of Athletics	CR	40	$ 1,320.00
	AB	34	1,122.00
	CR Jr. High	18	594.00

Activity		School	Rating	Amount
Fall Sports				
Football:	Varsity	CR	40	1,320.00
		AB	35	1,155.00
	Assistant Varsity	CR	26	858.00
		AB	24	792.00
	Junior Varsity	CR	17	561.00
	9th Grade	CR;AB	15	495.00
	Junior High	CR Jr. High	15	495.00
	Assistant Junior High	CR Jr. High	10	330.00
Cross Country		CR; AB	14	462.00
Soccer:	Varsity	CR	24	792.00
	Junior Varsity	CR	14	462.00
	Intramurals	CR Jr. High	5	165.00
Hockey:	Varsity	CR; AB	18	594.00
	Junior Varsity	CR	14	462.00
		AB	6	198.00
	Junior High	CR Jr. High	13	429.00
Cheerleading:	Varsity	CR; AB	15	495.00
	Assistant Varsity	CR	9	297.00
	Junior High	CR Jr. High	13	429.00
Winter Sports				
Wrestling:	Varsity	CR	33	1,089.00
		AB	31	1,023.00
	Junior Varsity	CR	16	528.00
		AB	16	528.00
	Junior High	CR Jr. High	14	462.00
	Assistant Junior High	CR Jr. High	10	330.00
Basketball (Boys):				
	Varsity	CR	34	1,122.00
		AB	33	1,089.00
	Junior Varsity	CR	15	495.00
		AB	15	495.00
	9th Grade	CR	12	396.00
	Junior High	CRJH; AB	12	$ 396.00
	Assistant Junior High	CR Jr. High	8	264.00
	Intramurals	CR Jr. High	4	132.00

Activity		School	Rating	Amount
Basketball (Girls):				
	Varsity	CR	31	1,023.00
		AB	30	990.00
	Junior Varsity	CR; AB	15	495.00
	Junior High	CR Jr. High	12	396.00
	Assistant Junior High	CR Jr. High	8	264.00
	Intramurals	CR Jr. High	4	132.00
Winter Track		CR	13	429.00
		AB	N/A	N/A
Gymnastics		CR Jr. High	5	165.00
Spring Sports				
Baseball:	Varsity	CR;AB	19	627.00
	Junior Varsity	CR;AB	13	429.00
Softball:		CR;AB	16	528.00
	Intramurals	CRJr. High	3	99.00
Track (Boys):	Varsity	CR	19	627.00
		AB	17	561.00
	Assistant Varsity	CR	14	462.00
		AB	13	429.00
Track (Girls):	Varsity	CR	19	627.00
		AB	17	561.00
	Assistant Varsity	CR	14	462.00
		AB	13	429.00
Track (Coed):		CR Jr. High	13	429.00
	Assistant	CR Jr. High	9	297.00
Golf		CR; AB	11	363.00
Tennis (Boys;Girls)		CR; AB	12	396.00
	Intramurals	CR Jr. High	4	132.00
All Other Activities				
Music:	Marching Band	CR	19	627.00
		AB	13	429.00
	Concert Band	CR	15	495.00
		AB	5	165.00
	Band	CR Jr. High	9	$ 297.00
	Glee Club	CR	8	264.00
		AB	6	198.00
	Chorus	CR Jr. High	8	264.00

Activity		School	Rating	Amount
Stage:	Annual Drama Production	CR	12	396.00
	Annual Music Production	CR	14	462.00
	Junior Play (optional)	AB	9	297.00
	Senior Play (optional)	AB	9	297.00
	Drama	CR Jr. High	7	231.00
Student Publications:	Yearbook	CR	16	528.00
		AB	15	495.00
	Newspaper	CR	11	363.00
		AB	8	264.00
		CR Jr. High	8	264.00
Service Organizations:				
	Student Council	CR;AB	7	231.00
		CR Jr. High	6	198.00
	Safety Squad	CR;AB	5	165.00
		Welch Elem.	8	264.00
	Stage Crew	CR	6	198.00
		AB	5	165.00
	Audio Visual	CR;AB	4	132.00
		CR Jr. High	4	132.00
Class Sponsors:	Freshman	CR	4	132.00
		AB	3	93.00
	Sophomore	CR	5	165.00
		AB	4	132.00
	Junior	CR	10	330.00
		AB	8	264.00
	Senior	CR	9	297.00
		AB	8	264.00

I. Guide for the Recruitment of Teachers to Sponsor Extra-curricular Activities

Once the final criteria, rating scale, salary schedule, and grievance procedure were adopted by the Board, all segments were compiled and placed in a guide which became the product of this practicum (Appendix H). The guide was presented to principals at their regular monthly meeting, and discussion was held relative to the use of the guide in the recruitment of teachers to sponsor activities. As Board policy, the guide was disseminated widely to all secondary and elementary schools of the District.

J. Recruitment of Sponsors for Extra-curricular Activities

Subsequent to the appointment of teachers to regular staff positions in April of each year, it becomes the task of principals to secure sponsors of extra-curricular activities in their respective schools. Utilizing the "Guide for the Recruitment of Teachers to Sponsor Extra-curricular Activities", principals recommended the following for employment at the May, 1978, Board meeting:

Caesar Rodney Senior High School

Athletic Director	James Powell
Assistant Varsity Football Coach	James Brooks
Assistant Varsity Football Coach	Joseph Shetzler
Junior Varsity Football Coach	John Coveleski
Junior Varsity Football Coach	James Harvey
9th Grade Football Coach	Gary Mahoney
Assistant 9th Grade Football Coach	Dennis McGrann
Varsity Soccer Coach	Allan Rathbun
Varsity Cheerleading	Ann Rigby
Assistant Varsity Cheerleading	Donna Matthews
Assistant Varsity Cheerleading	Elvina Cecconi

Varsity Wrestling Coach	Peter Basile
Assistant Varsity Wrestling Coach	Joseph Shetzler
Girls Basketball Coach	John Coveleski
Boys Track Coach	Dennis McGrann
Girls Track Coach	Gwen Harris
Softball Coach	Marilyn Ries
Boys Tennis Coach	James Harvey
Girls Tennis Coach	Judy Holland
Golf Coach	Guy Isenberg
Varsity Field Hockey Coach	Gwen Harris
Assistant Varsity Field Hockey Coach	Marguerite Dressel
School Newspaper	Patricia Bohinski
Band	Edwin Englehart
Glee Club	Melinda Marsh
Stage Crew	Melinda Marsh
Annual Dramatic & Musical Productions	(Melinda Marsh
	(Linda Gehling

Caesar Rodney Junior High School

Athletic Coordinator	Harvey Johnson
Basketball Coach	Lewis Miller
Assistant Basketball Coach	Harvey Johnson
Wrestling Coach	Paul Pletcher
Football Coach	Jack Baker
Assistant Football Coach	Mike Rash
Track Coach	Jack Baker
Assistant Football Coach	Mike Rash
Girls Basketball Coach	Lloyd Cooper
Band	Ross Evans
Drama	Mary Hohman
Student Council	Jack Walters
Chorus	Joycelyn Wallack
Hockey	Sharon Barkins
Gymnastics (Intramural)	Cheryl Walls
Gymnastics (Intramural)	Jacquelyn Bell
Tennis (Intramural)	Daniel Deckard
Audio-Visual	Daniel Deckard

Dover Air Force Base High School

Athletic Director	John Newman
Varsity Football Coach	Baxter Weber
Assistant Varsity Football Coach	John Newman
Cross Country	Charles Bell
Field Hockey	Michelle Fennemore
Varsity Cheerleading	Sue Ellen Dennis
Varsity Cheerleading	Mary Kruger
Wrestling Coach	Thomas Leonard
JV Wrestling Coach	William Windett

Boys Varsity Basketball Coach	Baxter Weber
Boys JV Basketball Coach	John Newman
Girls Varsity Basketball Coach	David Hilton
Girls JV Basketball Coach	Steven Andrews
Marching Band	Philip Steinhoff
Concert Band	Philip Steinhoff
Glee Club	Philip Steinhoff
Annual Drama Production	Jocelyn Coverdale
Yearbook	Marjorie Stewart
Student Council	William Robinson
Freshman Class Sponsor	Linda Cooper
Junior Class Sponsor	William Windett
Senior Class Sponsor	Teri MacMillan

III. EVALUATION OF THE PRACTICUM

A. Objective Number One

In order to reduce or minimize complaints arising from discrepancies in the extra-curricular activity salary schedules, the first objective was to develop and implement a salary schedule based on objective criteria.

The finalized criteria were subjected to a formative-evaluative technique which provided feedback from staff during the process of criteria development. Each criterion accepted for inclusion in the criteria scored a three or better on a four-point evaluation scale.

The developed criteria for assessing the various extra-curricular activities were then presented to the Board of Directors of the Caesar Rodney Education Association* for their comments and approval. Their evaluation and comments were acceptable and considered accepted on March 3, 1978 (Appendix I).

*The teacher organization having legal negotiative rights on behalf of employees

The Superintendent presented the criteria, a grievance procedure, and a rating matrix showing the application of the criteria to all extra-curricular activities to the Board of Education for their consideration. These were adopted on April 18, 1978. (Appendix J)

On May 16, 1978, the Board of Education adopted the salary schedule which was based on the practicum proposal. This action completed the achievement of the first objective which was to provide an extra-curricular salary schedule based on objective criteria.

B. Objective Number Two

The second objective of the practicum was to produce a guide which contained the criteria, each criterion rating, total rating for each student activity, and a salary schedule.

The guide was presented to the principals at their regular meeting on April 28, 1978. A follow-up questionnaire was distributed to all principals for the purpose of evaluating the guide. Using a checklist composed of eight items and a rating of 4 for excellent; 3 for good; 2 for fair; 1 for poor; and 0 for inadequate, sixteen respondents comprised of principals and central office staff indicated a high degree of acceptance and usability. The following results were obtained:

The rating given totalled 459 points out of a possible 544 points, or an average of 3.585 on a 4.0 scale (Appendix K).

The guide was also submitted to Dr. Ambrose Hagarty, State Specialist Public Information, Department of Public Instruction. Dr. Hagarty praised the document highly, and attested to its value and application on a State-wide basis (a copy of his letter is in Appendix L).

C. Objective Number Three

Objective Number Three which was to provide a basis for negotiations between the Caesar Rodney Board of Education and the Caesar Rodney Education Association was achieved with the adoption by the Board of Education and acceptance by the Caesar Rodney Education Association (negotiating representatives) of a $33 value for each point received on the rating scale as a result of the application of the criteria. (See Appendix J).

D. Objective Number Four

The fourth objective of this proposal was to provide evidence of affirmative action to the Equal Employment Opportunities Commission (EEOC).

Attorney Nicholas H. Rodriguez expressed the opinion that the "Guide for the Recruitment of Teachers to Sponsor Extra-curricular Activities" satisfactorily accommodates the complaints of EEOC and that the document would serve as evidence of affirmative action. It is noteworthy to point out that the attorney emphasized the due process aspect. The provision for an administrative review at the request of a sponsor to

satisfy complaints should minimize the possibility of an employee going beyond the Board of Education level for the solution of a grievance. (Copy of letter; Appendix M).

Comparison of the results on the Pre-Practicum Questionnaire to faculty members reported in Table 3, and the results on the Post-Practicum questionnaire to the same faculty members answering the same questions based on their response to the "Guide," which included the criteria, grievance procedure, activity rating matrix and salary schedule, are very positive.

Table 4 indicates that the staff in all cases considered the new guide, which resulted from the implementation of the practicum, to be very satisfactory (Appendix N).

TABLE 4

POST-PRACTICUM QUESTIONNAIRE TO FACULTY
SEVEN SELECTED QUESTIONS AND ANSWERS

(4 excellent; 3 good; 2 fair; 1 poor)

1. How well does the student activities program complement and enrich classroom activities?

4	3	2	1
62.5%	31.5%	6%	0%

2. How well does the salary schedule compensate the sponsors commensurate with responsibility?

4	3	2	1
26.6%	66.6%	6.8%	0%

3. How equitable is the salary schedule?

4	3	2	1
43.7%	50.3%	3%	3%

4. How adequate do you consider the criteria?

4	3	2	1
83.8%	16.2%	0%	0%

5. Do you feel the application of the criteria has eliminated inequitable salaries?

Yes	No
87.5%	12.5%

6. Do you feel the criteria will assist with the recruitment of sponsors?

Yes	No
87.5%	12.5%

7. Do you feel the criteria discriminates against women?

Yes	No
6.3%	93.7%

A post-practicum follow-up questionnaire was submitted to the same group of students who had previously participated in the pre-practicum questionnaire. Again, examining the responses reveals that the students approve of the new criteria and salary schedule. Even though many felt there was no discrimination on the basis of sex on the pre-practicum questionnaire, this position is reaffirmed in the post-practicum questionnaire (Appendix O).

Most persuasive evidence in terms of acceptance and minimizing complaints from sponsors has been the ability of principals to secure sponsors for the 1978-79 school year. Sixty-eight sponsors were recommended for approval and appointed by the Board of Education at its May, 1978, meeting. Comparing this figure to the appointments in May of 1977 (pre-practicum), only fifty-one sponsors had accepted appointments at that time. Using the new guide for the recruitment of sponsors has enabled the personnel office to secure a thirty percent improvement over the previous year's experience (Appendix P).

IV. THE INSTITUTIONALIZATION AND DISSEMINATION OF THE PRACTICUM

A. At the conclusion of the practicum the Caesar Rodney District instituted the procedures which were designed to reduce or minimize complaints relative to extra-curricular salary schedules.

In order to aid in the process of institutionalization and dissemination of the results of the practicum, a publication

which took the form of a "Guide" was prepared for principals, department heads, and central office personnel. The steps which were employed in the initial installation of the guide were a presentation and discussion with the Caesar Rodney District Board of Education.

The Superintendent followed this activity by presenting, discussing, and distributing the guide at a regular staff meeting to all principals and central office personnel. Copies of the guide were made available for further distribution by the principals to department heads and teachers as needed.

The guide treated the following areas:

1. Introduction
2. Guiding Premise
3. Criteria
4. Administrative Review for Complaints
5. Rating Scale Matrix
6. Salary Schedule

B. Announcement to Other Schools

Copies of the "Guide" have been sent to the office of each superintendent in Kent and Sussex Counties, and to the State Department of Public Instruction for the Supervisor of Human Relations and the Public Information Specialist.

Information concerning what was done and how it was carried out was disseminated to all participants on the

task force committee.

V. ROLES

The author provided the leadership to carry the practicum to its conclusion. Grateful acknowledgment is given to the secretary to the Superintendent for her assistance and helpful suggestions. Also, the Administrative Assistant and task force committee representatives contributed a great amount of time in the development of the criteria.

The following have observed this study (Appendix Q):

Dr. William Corkle
Supervisor ESEA Title I
Department of Public Instruction
Dover, Delaware Phone: 678-4667

Dr. Michael Woodall
Superintendent
Milford School District
Milford, Delaware Phone: 422-6601

Mr. Joshua T. West
President
Board of Education
Caesar Rodney School District
Camden-Wyoming, Delaware 19934 Phone: 734-3554

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APPENDIX A

Agreement

Between

THE BOARD OF EDUCATION

CAESAR RODNEY SCHOOL DISTRICT

and

THE CAESAR RODNEY

EDUCATION ASSOCIATION

1976 - 1978

PREAMBLE

This Agreement entered into this first day of July 1976 by and between the Board of Education of the Caesar Rodney School District of Wyoming, Delaware, hereinafter called "Board" and the Caesar Rodney Education Association, hereinafter called the "Association".

WITNESSETH

WHEREAS, the Board and the Association recognize that providing the finest in education for the children of the Caesar Rodney School District is of prime importance and that such education depends upon the quality and morale of the teaching staff; and

WHEREAS, the members of the teaching profession are particularly qualified to advise the formulation of policies and programs designed to improve educational standards; and

WHEREAS, the Board has an obligation, pursuant to Title 14, Chapter 40, Delaware Code, to negotiate with the Association as the representative of employees hereinafter designated with respect to the terms and conditions of employment; and

WHEREAS, the parties have reached understandings which they desire to confirm in this Agreement; be it

RESOLVED, in consideration of the following mutual covenants, it is hereby agreed as follows:

SCHEDULE B
EXTRA-CURRICULAR COMPENSATION

Position	School	Salary
Coordinator of Athletics	CRHS	1,258
	ABHS	901
	CRJH	459
Fall Sports		
Football:Varsity	CRHS	1,105
	ABHS	1,105
Ass't Varsity	CRHS	646
	ABHS	646
Jr. Varsity	CRHS	561
9th Grade	CRHS	442
	ABHS	442
Jr. High	CRJH	357
	ABJH	357
Ass't Jr. High	CRJH	204
Cross Country:Varsity	CRHS	442
	ABHS	442
Soccer:Varsity	CRHS	544
Jr. Varsity	CRHS	323
Intramurals	CRJH	119
Hockey:Varsity	CRHS	544
	ABHS	544
Jr. Varsity	CRHS	255
Jr. High Interscholastic	CRJH	204
Cheerleading	CRHS	306
Ass't. CR.High	CRHS	204
	ABHS	306
	CRJH	153
	ABJH	153
Winter Sports		
Wrestling:Varsity	CRHS	1,003
	ABHS	1,003
Ass't Varsity	CRHS	544
	ABHS	544
Junior High	CRJH	323
Ass't Jr. High	CRJH	204
Basketball: (Boys)		
Varsity	CRHS	1,003
	ABHS	1,003
Jr. Varsity	CRHS	544
	ABHS	544
9th Grade	CRHS	323
Junior High	CRJH	323
	ABJH	323
Ass't Jr. High	CRJH	204
Intramural	CRJH	119

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Position	School	Salary
Basketball: (Girls)		
Varsity	CRHS	712
	ABHS	712
Jr. Varsity	CRHS	323
	ABHS	323
Intramurals	CRJH	119
Gymnastics - Intramural (2)	CRJH	238
Track	CRHS	322
	ABHS	322
Spring Sports		
Baseball: Varsity	CRHS	595
	ABHS	595
Ass't. Varsity	CRHS	357
Sftball: Varsity	CRHS	547
	ABHS	547
Intramurals	CRJH	119
Track: Varsity	CRHS	544
	ABHS	544
Ass't. Varsity	CRHS	357
	ABHS	357
Junior High	CRJH	357
Ass't. Jr. High	CRJH	204
Girls' Track	CRHS	442
	ABHS	442
Golf	CRHS	255
	ABHS	255
Tennis:(Boys)	CRHS	306
	ABHS	306
(Girls)	CRHS	306
	ABHS	306
Intramural (Co-Ed)	CRJH	119
All Other Activities		
Music: Band	CRHS	408
	ABHS	306
	CRJH	119
Glee Club	CRHS	204
	ABHS	204
Chorus	CRJH	119
Annual Stage Production	CRHS	340
(Optional)	ABHS	340
Junior Play	CRHS	255
Senior Play	CRHS	255
(Optional) Junior Play	ABHS	255
(Optional) Senior Play	ABHS	255
Drama	CRJH	119

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Position	School	Salary
Student Publications:		
Yearbook	CRHS	510
	ABHS	510
Newspaper	CRHS	459
	ABHS	340
	CRJH	119
Service Organizations:		
Student Council	CRHS	204
	ABHS	204
	CRJH	153
	ABJH	153
Safety Squad	CRHS	170
	ABHS	170
	Welch	170
Stage Crew	CRHS	170
Audio-Visual	ABHS	136
	CRJH	136
Class Sponsors:		
Freshman	CRHS	85
	ABHS	68
Sophomore	CRHS	119
	ABHS	102
Junior	CRHS	221
	ABHS	187
Senior	CRHS	272
	ABHS	255

SCHEDULE C

GROUP LONG-TERM DISABILITY INCOME PLAN

Monthly Benefit	60% of salary* with offsets**
Maximum Monthly Benefit	$1,000.00
Elimination Period	Plan A - 60 consecutive calendar days
Maximum Benefit Period	
Sickness	to age 65
Accident	to age 65

The policy shall include a social security freeze provision whereby after a period of disability has been established increases in benefits payable through Social Security (Primary and Family Benefit) or any other state or Federal Government disability or

APPENDIX B

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
BALTIMORE DISTRICT OFFICE
ONE SOUTH CALVERT STREET, ROOM 406
BALTIMORE, MARYLAND 21202

Case Number: YBA4-268
Charge Numbers: TBA3-0990
TBA3-0946

Delaware State Conference of Branches
NAACP
238 N. Governors Avenue
Dover, Delaware 19901

and

National Organization for Women
Delaware Chapter
2917 Jaffe Road
Wilmington, Delaware 19808

Charging Parties

v.

Caesar-Rodney School District

and

Board of Education
Old North Road, Box 188
Camden-Wyoming, Delaware 19934

Respondents

Wages/Sex

Respondents' records show that salaries for teachers and administrators are based on education and experience. Salaries for nurses, aides, secretary/clericals, and cafeteria workers are based primarily on experience. Salaries of custodial workers are based on experience with increase adjustments according to numbers of hours of training. There is no indication that State salary scales are administered in a discriminatory manner.

Respondents' records show that custodians who complete training sessions sponsored by the State Department of Public Instruction receive salary increments. All custodial workers are males. Respondents' records indicate that cafeteria workers who complete training, also sponsored by the State Department of Public Instruction, do not receive similar compensation.

Respondents maintain no position descriptions for paid extra duty assignments. Except for the assignment of cooperating teacher Respondents' records do not indicate the number of hours necessary to perform various extra duty assignments. Respondents' records show that the period of training for student teachers is eight weeks and all cooperating teachers receive an honorarium of $60.00. For the paid extra duty positions of five males, namely, two directors of athletics, two business managers, and an assistant varsity soccer coach, there are no records of the amount of time worked to earn the recorded salaries. The directors of athletics each receive $500, the business managers $150 each, and the assistant varsity soccer coach $100. For all other paid extra duty positions Respondents' records identify number of hours worked in relation to the amount of salary earned. Respondents' records show that the 51 males in these positions are paid a total of $18,350 for 8412 hours or $2.18 per hour, while the 29 females in these positions are paid a total of $5980 for 4559 hours or $1.31 per hour.

Thus, based on the foregoing, which includes evidence of unequal rates and amounts of pay, there is reasonable cause to believe that Respondents discriminate against females on the basis of sex with regard to wages.

Other Issues

There is no reasonable cause to believe that Respondents have discriminated against females on the basis of sex with regard to benefits, terms and conditions of employment or advertising, or against blacks on the basis of race with regard to benefits, discharge, demotion, seniority (tenure), training, or intimidation/harassment.

APPENDIX C

PRE-PRACTICUM QUESTIONNAIRE (FACULTY)

CAESAR RODNEY SCHOOL DISTRICT

Old North Road, Box 188, Camden-Wyoming, Delaware 19934
Phone: (302) 697-2173

F. Niel Postlethwait
Superintendent

January 18, 1978

Dear:

I am enrolled in a university program which requires the completion of a practicum. As a part of my project, I need the input of several teachers to provide credibility and assistance in its solution. Completion of the following checklist will be very much appreciated. Individual responses will be kept confidential.

Sincerely yours,

F. Niel Postlethwait

FNP:rc

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST
(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed activities salary schedules before answering the following questions:

1. How well does the student activities program complement and enrich classroom activities? 4 3 2 1

2. How well does the salary schedule compensate the sponsors commensurate with responsibility? 4 3 2 1

3. How equitable is the salary schedule? 4 3 2 1

4. How adequate is the number of activities for girls? 4 3 2 1

5. How adequate is the number of activities for boys? 4 3 2 1

Please answer the following "yes" or "no":

1. Do you sponsor an activity for which you are paid? Yes No

2. Do you feel female sports coaches are paid fairly considering pressure, etc.? Yes No

3. Do you feel non-sports related activities are paid as well as sports related activities? Yes No

4. Do you feel sponsors of extra-curricular activities should be required to be teachers also? Yes No

5. Do you feel students would receive the same attention with community sponsors as teacher sponsors? Yes No

1. Which activity, in relation to all others, should receive the highest salary? _____

2. Which activity, in relation to all others, should receive the lowest salary? _____

3. Which activity do you consider to be about between the high and the low?

_____

Further comments:

PRE-PRACTICUM QUESTIONNAIRE (FACULTY)

TABULATIONS
ON
RESPONSES
(32)

Answers are tabulated on a percentage basis for each rating given by the faculty.

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST
(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed activities salary schedules before answering the following questions:

1. How well does the student activities program complement and enrich classroom activities? 4 3 2 1
   28.2% 50% 21.8% 0%

2. How well does the salary schedule compensate the sponsors commensurate with responsibility? 4 3 2 1
   0% 32% 66% 2%

3. How equitable is the salary schedule? 4 3 2 1
   0% 31% 69% 0%

4. How adequate is the number of activities for girls? 4 3 2 1
   31.5% 65.5% 3% 0%

5. How adequate is the number of activities for boys? 4 3 2 1
   59.4% 40.6% 0% 0%

Please answer the following "yes" or "no":

1. Do you sponsor an activity for which you are paid? Yes No
   No response 18.8% 37.5% 43.7%

2. Do you feel female sports coaches are paid farily considering pressure, etc.? Yes No No response
   43.7% 46% 10.3%

3. Do you feel non-sports related activities are paid as well as sports related activities? Yes No
   31.5% 68.5%

4. Do you feel sponsors of extra-curricular activities should be required to be teachers also? Yes No No response
   81.25% 12.5% 6.25%

5. Do you feel students would receive the same attention with community sponsors as teacher sponsors? Yes 28.5% No 71.5%

1. Which activity, in relation to all others, should receive the highest salary? football

2. Which activity, in relation to all others, should receive the lowest salary? golf

3. Which activity do you consider to be about between the high and the low? soccer

APPENDIX D

PRE-PRACTICUM QUESTIONNAIRE (STUDENTS)

CAESAR RODNEY SCHOOL DISTRICT

Old North Road, Box 188, Camden-Wyoming, Delaware 19934
Phone: (302) 697-2173

F. Niel Postlethwait
Superintendent

January 18, 1978

Dear Senior:

I am enrolled in a university program which requires the completion of a practicum. As a part of my project, I need the input of students to provide credibility and assistance in its solution. Completion of the following checklist will be very much appreciated. You need not sign your response. Please give it to your teacher after completion.

Sincerely yours,

F. Niel Postlethwait
Superintendent

FNP:rc

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST
(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed list of activities before answering the following questions:

1. How adequate is the number of activities? 4 3 2 1

2. How well does the student activities program complement and enrich classroom activities? 4 3 2 1

3. How adequate is the number of activities for girls?
   4 3 2 1

4. How adequate is the number of activities for boys?
   4 3 2 1

5. How do you rate the quality of extra-curricular sponsors?
   4 3 2 1

Please answer the following "yes" or "no":

1. Do you think sponsors should be employed from outside the teaching staff? Yes No

2. Do you think all sponsors should be paid the same per hour? Yes No

3. Do you think "pressure", such as in head coaching, should be considered in pay schedules? Yes No

4. Do you think any students are edenied participation in student activities on the basis of sex? Yes No

5. Do you think there are discriminatory practicies which affect the student activities program? Yes No

1. Which activity, in relation to all others, should receive the highest salary? _____

2. Which activity, in relation to all others, should receive the lowest salary? _____

3. Which activity, in relation to all others, would you place in the middle? _____

Further comments:

PRE-PRACTICUM QUESTIONNAIRE (STUDENTS)

TABULATIONS
ON
RESPONSES
(75)

Answers are tabulated on a percentage basis for each rating given by the students.

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST
(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed list of activities before answering the following questions:

1. How adequate is the number of activities?

4	3	2	1	No response
26.6%	64%	7.3%	0%	2.1%

2. How well does the student activities program complement and enrich classroom activities?

4	3	2	1
25.4%	49.3%	21.3%	4%

3. How adequate is the number of activities for girls?

4	3	2	1
9.3%	52%	33.3%	5.4%

4. How adequate is the number of activities for boys?

4	3	2	1
52%	44%	2.7%	1.3%

5. How do you rate the quality of extra-curricular sponsors?

4	3	2	1
29.3%	58.7%	9.3%	2.7%

Please answer the following "yes" or "no":

1. Do you think sponsors should be employed from outside the teaching staff?

Yes	No
39.5%	60.5%

2. Do you think all sponsors should be paid the same per hour?

Yes	No
46.1%	53.9%

3. Do you think "pressure", such as in head coaching, should be considered in pay schedules?

Yes	No	No response
60.5%	35.5%	4%

4. Do you think any students are denied participation in student activities on the basis of sex?

Yes	No
42.1%	57.9%

5. Do you think there are discriminatory practicies which affect the student activities program?

Yes	No	No response
35.5%	63.2%	1.3%

1. Which activity, in relation to all others, should receive the highest salary? football

2. Which activity, in relation to all others, should receive the lowest salary: wrestling

3. Which activity, in relation to all others, would you place in the middle: safety squad

APPENDIX E

TASK FORCE COMMITTEE TASKS

1. Assess formulas of other districts
   Look for objectivity, methods, items

2. Review District salary schedules
   Establish relevancy, objectivity - how? where?

3. Updating
   What? where?

4. Item-by-item analysis
   Relevant factors? measurable?

5. Rough out criteria
   Standardization, developing parameters

6. Establish parameters
   Reduce latitude of measurement

7. Develop data collection format
   Parameters again

8. Collect data
   From coaches and sponsors

9. Compile data
   Sort out and review common items, activities

10. Put data in a logical interpretable format
    A composite listing

11. Apply update criteria to data

12. Formative evaluation of criteria

13. Prepare complete listing of activities and numerical ratings thereto

14. Develop a point/dollar ratio

15. Apply dollar ratio to each activity
    Analyze; how does it compare to the current scale?

16. Revise ratio, if necessary

17. Compliance with Title IX

18. Review updating
    Revise, refine

19. Compare district criteria with that of other districts

20. Edit revised criteria
    Tables, supporting data

21. Final review

22. Board presentation

APPENDIX F

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

	Weak	Minimally Acceptable	Good; Fairly Comprehensive	Excellent and Comprehensive	Inadequate	CRITERION #1 Duration of Activity
	1	2	3	4	0	
3.13		1 2	15	8		a. Clarity of statement; easy to understand; completeness
3.5			17	16		b. Fair to all relevant consumers
3.5			12	16		c. Appropriate
3.00		2	12	8		d. Long-term relevance
3.25			15	8		e. District and State-wide significance
3.25		1 2	12	12		f. Student benefit
3.38			15	12		g. Ease of administration

3.29

#1 70

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

CRITERION #2 Student Participation

	1 Weak	2 Minimally Acceptable	3 Good; Fairly Comprehensive	4 Excellent and Comprehensive	0 Inadequate	
3.5			//// // 12	/// 6		a. Clarity of statement; easy to understand; completeness
3.13	/ 1		//// // 12	/// 12		b. Fair to all relevant consumers
3.25		/ 1	//// // 12	/// 12		c. Appropriate
3.13	/ 1		//// // 12	/// 12		d. Long-term relevance
3.75	/ 1		/// 8	/// 3	/ 1	e. District and State-wide significance
3.75			// 2	///// //// 24		f. Student benefit
3.75		/ 1	//// 8	/// 3		g. Ease of administration

3.08

#2

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

CRITERION #3 ASSISTANT/DIVISIONS

	1 Weak	2 Minimally Acceptable	3 Good; Fairly Comprehensive	4 Excellent and Comprehensive	0 Inadequate	
3.38		1 / 2	III 3	IIII 16		a. Clarity of statement; easy to understand; completeness
3.13		III 6	I 2	IIII 16		b. Fair to all relevant consumers
3.38		I 2	III 9	IIII 12		c. Appropriate
3.13		I 2	HII 15	II 8		d. Long-term relevance
3.02		II 4	III 12	II 5		e. District and State-wide significance
3.02			IIII 12	III 12	I	f. Student benefit
3.35		I 2	IIII 12	III 12		g. Ease of administration

22 27 27
3.18

#3 old 4

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

CRITERION #4 Public Exposure

Exposure of activities to public viewing contribute to the pressure on an individual coach or sponsor. The average number of people in attendance at all home events of each activity is an indication of the amount of exposure and public interest.

	Weak 1	Minimally Acceptable 2	Good; Fairly Comprehensive 3	Excellent and Comprehensive 4	Inadequate 0	
3.75			6	24		a. Clarity of statement; easy to understand; completeness
2.95		4	12	4	0	b. Fair to all relevant consumers
3.37			15	12		c. Appropriate
3.17			21	4		d. Long-term relevance
3.12		2	15	8		e. District and State-wide significance
2.00	2		1	4	0	f. Student benefit
3.75			6	24		g. Ease of administration
	2	5	27	20	2	

2195 ÷ 7 = 3.13

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

CRITERION #5 Off-Premise Responsibility

	Weak 1	Minimally Acceptable 2	Good; Fairly Comprehensive 3	Excellent and Comprehensive 4	Inadequate 0	
3.33			//// 4=12	/// 3=12		a. Clarity of statement; easy to understand; completeness
3.43		/ 2	// 2=6	//// 4=16		b. Fair to all relevant consumers
3.57			/// 3=9	//// 16		c. Appropriate
3.18	/ 1		/// 9	/// 12		d. Long-term relevance
3.14	/ 1		/// 9	/// 12		e. District and State-wide significance
3.0			//// 12	// 8	/ 0	f. Student benefit
3.28		/ 2	/// 9	/// 12		g. Ease of administration

3.284 1 survey void - incomplete

#5 - old 6

TABULATIONS
OF
FORMATIVE EVALUATION RESULTS
FOR
EACH CRITERION

Performance Rating Matrix

	Weak 1	Minimally Acceptable 2	Good; Fairly Comprehensive 3	Excellent and Comprehensive 4	Inadequate 0	CRITERION #6 Charge or Fee Events This applies to main home events or activities where the public is charged a usual and customary fee.
3.00			24			a. Clarity of statement; easy to understand; completeness
2.75	2		17	8		b. Fair to all relevant consumers
2.25		2	12	12		c. Appropriate
3.37			15	12		d. Long-term relevance
2.97		2	21			e. District and State-wide significance
2.37	1	2	12	4	0	f. Student benefit
3.50			12	16		g. Ease of administration

21 10 ÷ 7 = 3.02

APPENDIX G

BOARD OF EDUCATION APPROVAL

April 18, 1978

POLICY ITEMS

ELEMENTARY READING MATERIALS ADOPTION

Mr. Courtney moved, seconded by Mrs. Sanderson, and passed 5-0, that the Houghton-Mifflin Basic Reading Series be adopted, along with the supplementary materials as presented in the attached report.

PROMOTION POLICIES

Mr. Warren moved, seconded by Mr. Courtney, and passed 5-0, that promotion policies for grades K-8 be approved as presented (see attached).

EXTRA-CURRICULAR ACTIVITIES CRITERIA FOR ESTABLISHING SALARY SCHEDULES

Mr. Warren moved, seconded by Mr. Courtney, and passed 5-0, that criteria for establishing extra-curricular salaries be adopted (as attached); and, further, that a stipulation be made in cases where an individual because of the application of these criteria would be reduced in salary, such salary would be at least equivalent to the existing previous salary. It is further understood that should the person occuping that position in the 1977-78 school year not return to the position, the salary schedule then applying would be reduced according to the criteria.

TAX RATE 1978-79

Mr. Courtney moved, seconded by Mr. Warren, and passed 5-0, that the following tax rate for the 1978-79 school year be set:

Current Expense	Debt Service	Minor Caps	Tuition	Total

APPENDIX H

CAESAR RODNEY SCHOOL DISTRICT

A

GUIDE

FOR

THE RECRUITMENT

OF

TEACHERS TO SPONSOR

EXTRA-CURRICULAR ACTIVITIES

1978

May 1978

CAESAR RODNEY BOARD OF EDUCATION

Joshua T. West, President
William Courtney, Vice-president
Mrs. Ruth Sanderson
Bruce R. Walton
Gooden T. Warren

F. Niel Postlethwait, Executive Secretary

EXTRA-CURRICULAR STUDY COMMITTEE

Thomas Evans, Air Base High School
Gwen Harris, Caesar Rodney High School
Judy Holland, Caesar Rodney High School
Jean Howard, Caesar Rodney Jr. High School
Marjorie Stewart, Air Base High School
Baxter Weber, Air Base High School
Diana Wharff, Star Hill Elementary School
Russell Perry, Administrative Assistant

INTRODUCTION

The recruitment of teachers to sponsor extra-curricular activities has become increasingly difficult. The purpose of this Guide is to provide assistance to principals, department chairpersons, and activity coordinators in the recruitment process.

It is important that the services of the best qualified members of the staff be secured in order that every student participant may have the greatest opportunity for development and enrichment through the extra-curricular activities program. Equally important is compliance with Title IX and nondiscrimination on the basis of sex.

This Guide provides an explanation of the uniform criteria used to evaluate all activities, the application of the criteria to each activity, and the salary to be paid each sponsor of the activity.

A review process is also established which will enable the users of the criteria to re-examine and update the application of the criteria and to provide an appeal process through which a sponsor may request adjustments and address complaints.

GUIDING PREMISE

While teachers profess a willingness to sponsor activities at the time of initial employment, many seek to avoid sponsorship as they achieve tenure and seniority. This is particularly crucial in a context of declining enrollments, decreased teacher mobility, and more senior faculties. Certainly, it portends problems for administrators seeking to recruit sponsors. In addition to the difficulties of financing existing programs, we are confronted with mandates from governmental agencies and courts requiring equal offerings and comparable oppotunities for both sexes. The situation is further compounded by negotiated teacher contracts, increased demands from students, and inflated activity costs. This Guide is designed to help overcome these problems.

Integral to the extra-curricular activities of the Caesar Rodney School District are the coaches and sponsors in direct contact and working with students in a non-classroom setting. The health of programs is determined, by and large, by the type of personnel assigned as coaches and sponsors. The personal qualities, instructional and organizational abilities, and a profound desire to help students further and develop interests, skills, and positive habits through extra-curricular pursuits are critically important in the selection and assignment of teachers to extra-curricular responsibilities.

Just as important as the process by which selections are made for teachers to head or assist in extra-curricular programs, is an

equitable and reasonable pay for duties performed. To this end, a means to determine a commensurate pay rate for each position is of prime consideration.

No longer is it possible to develop extra-curricular pay scales based on personal viewpoints or what is considered a going rate. In recent years, the emphasis has been to develop a means whereby the responsibilities and workload of teachers working in extra-curricular roles can be measured. A good number of school districts around the Nation have developed evaluation instruments, each one being unique in its approach to measurement and evaluation. Regardless of the method, most tend to include a number of common criteria. Whatever the method, the purpose is to have an instrument that is as objective as possible: one that works with known or perceived facts and data, has clarity, is appropriate to the purpose, is fair and relevant, and provides for ease of administration.

With the foregoing as a guide, the criteria described and outlined in this Guide have the purpose of evaluating and rating each extra-curricular position to determine a numberical rating.

CRITERIA

Much study and deliberation went into the matter of developing objective criteria. Factors supporting each criterion had to produce a measure of comparability for all activities. In addition, each criterion was subjected to an evaluation by active sponsors in the District for acceptability. The criteria selected were considered to be objective in measurement and in harmony with the stated objectives. Each criterion is adequately described. The appropriate supportive data are retrievable and can be applied to measurement and rating scales.

Six criteria are used for measurement and to rate the responsibilities associated with each extra-curricular position. These are: Duration of activity; Student participation; Assistants/divisions; Public exposure; Off-premises supervision; and Charge or fee events.

1. Duration of Activity

The duration of the activity is the number of hours a coach or sponsor is in direct contact with students on a regular basis beyond the regular school day. Assistant coaches will be given credit for the same hours as for the head coach. Where JV, 9th grade coaches or assistant sponsors are required to begin practice with the varsity or similar level in non-athletics, credit will be given for all hours.

a. Practices: Hours spent with students on a regular basis beyond the regular school day. Contests or performances are excluded. Maximum reportable hours -- 3 per practice, no more than five times a week; Sundays are not permitted. For junior high time a maximum number of practices prior to the first scheduled game for which credit will be given is twenty.

b. Contests/performances: The hours spent with students for contests or performances to a maximum of three hours each. Hours for Conference and State tournaments may be included only where participation by a team or individual is not based on qualification in a conference championship, season record, or other prerequisites.

Rating Scale

Hours	Rating
1-34	1
35-69	2
70-104	3
105-139	4
140-174	5
175-209	6
210-244	7
245-279	8
280-314	9
315-349	10
350-384	11
385-419	12
420-454	13
455-489	14
490+	15

2. Student Participation

Coaches and sponsors have responsibilities in terms of the number of student participants. Assistant coaches' and sponsors' responsibilities will be in terms of seventy-five percent of the student participation.

The number of students to be considered is the number of participants involved at the end of the season (Awards Assembly), or at the end of the year for activities conducted during the entire school year.

In the case of non-athletic activities not meeting on a regular daily basis, only the officers and working staff may be counted toward student participation. For example, large

group meetings at which the sponsor acts primarily in a supervisory role are not counted in the student total.

Rating Scale

Students	Rating
1-9	1
10-19	2
20-29	3
30-39	4
40-49	5
50-59	6
60-69	7
70-79	8
80-89	9
90+	10

3. Assistants/divisions

Coaches and sponsors have supervisory responsibilities. These are:

a. The number of paid assistants for which a head coach or sponsor is responsible. It is assumed that the head coach or sponsor has the responsibility for the total program within a school.

b. The number of divisions is the number of teams or levels of programs within a particular activity for which a coach or sponsor is responsible. The head coach or sponsor is credited for all; other coaches or sponsors within the activity are credited if responsible for a separate entity.

Note: Only those assistants and/or positions authorized under Schedule B of the Agreement will be used for credit.

Rating Scale

1 point for each paid assistant
1 point for each division

No limit to maximum points

4. Public Exposure

Exposure of activities to public viewing contributes to the pressure on an individual coach or sponsor. The average number

of people in attendance at all home events of each activity is an indication of the amount of exposure and public interest.

Points will be awarded for each 1,000 in attendance or portion thereof. Personnel classified as assistants will receive up to seventy-five percent of total points credited to the head coach or sponsor.

Actual figures will be used where there is an admission fee and tickets are sold; estimates where no charge is made (estimates will be verified).

Rating Scale

Attendance	Points
0	0
1 - 1,000	1
1,001 - 2,000	2
2,001 - 3,000	3
3,001 - 4,000	4
4,001 - 5,000	5
5,001 - 6,000	6
6,001 - 7,000	7
7,001 - 8,000	8
8,001 - 9,000	9
9,001 - 10,000	10
10,001 - 11,000	11
11,001 - 12,000	12
12,001 - 13,000	13
13,001 - 14,000	14
14,001+	15

5. Off-premises Supervision

Activities which take place off campus generally place additional responsibilities on a coach or sponsor. Travel, mode of travel, time of day, and unfamiliar surroundings all tend to add to the normal responsibilities associated with contests and performances. Only those contests, events or performances normally scheduled or recurring each season/year may be used for credit.

Points are awarded in this category by taking the number of students traveling off campus, divided by all coaches, sponsors, and/or adult chaperones accompanying students, times the number of off-campus activities. The number derived is applied to the rating scale for the head coach or sponsor. Assistants or JV coaches normally accompanying the varsity squad (with

JV squad) will be awarded one less point than that awarded the head person.

Rating Scale

Score	Rating
1 - 35	1
36 - 70	2
71 - 105	3
106 - 140	4
141 - 175	5
176 - 210	6
211 - 245	7
246 - 280	8
281 - 315	9
316 - 350+	10

6. Charge or Fee Events

This applies to main home events or activities where the public is charged a usual and customary fee. Activities considered in this category are: varsity basketball, football, soccer, and wrestling; annual band concerts; annual stage productions; annual yearbooks; and newspaper sales. Other activities will be considered upon recommendation of the principal.

Junior varsity and junior high events, bake sales, dances, class trips, and such are not considered.

Rating Scale

1 point for each event, performance, or sale

EXTRA-CURRICULAR ACTIVITIES

CRITERIA SURVEY FORM

* Activity _____ Position _____
(Head, Asst., JV)

School _____

*Specify: Varsity, JV, Freshman, etc.; High School, Junior High, Elementary

1. Duration of Activity — Rating

Practices: _____ days x _____ hours/day (max. 3 hr/day) _____ Hours

Contests, performances:
_____ x _____ hours each (max.3 hr/each) _____ Hours

_____ Total _____

2. Student Participation

A. Head coach/sponsor (number at end of season/year) _____

B. Asst. coach/sponsor @ 75% of A. _____ _____

3. Assistants/Divisions

A. Paid assistants _____

B. Divisions _____ _____

4. Public Exposure

Number in attendance at all home events or performances _____ _____

5. Off-Premises Supervision

$$\frac{\text{Number of students}}{\text{All coaches, sponsors or chaperones}} \times \text{off-premises activities} = ____$$ _____

6. Charge or Fee Events and Activities

Number of events or activities _____ _____

Total Rating _____

ADMINISTRATIVE REVIEW

A sponsor of an extra-curricular activity may request an administrative review and re-evaluation of the activity sponsored using the established criteria.

1. Upon request to the Assistant Superintendent of Personnel, a committee of three (one appointed by the President of the Caesar Rodney Education Association, one appointed by the Superintendent of Schools, and one appointed by the principal of the sponsor's school) will hear the sponsor of the activity and make recommendations for adjustments to the Assistant Superintendent for Personnel.

2. The Assistant Superintendent for Personnel will make recommendations and prepare an adjustment proposal for the Superintendent.

3. The Superintendent may present the adjustment proposal to the Board of Education for consideration and adjustment.

CAESAR RODNEY SCHOOL DISTRICT

DISTRICT RATING SCALE MATRIX

Application of the Extra-Curricular Criteria resulted in the following for each activity:

NAME OF ACTIVITY	SCHOOL	1	2	3	4	5	6	Total Rating
Coordinator of Athletics	CR	12	-	28	-	-	-	40
	AB	11	-	23	-	-	-	34
	CRJ	6	-	12	-	-	-	18
FALL SPORTS								
Football: Varsity	CR	7	5	9	11	3	5	40
	AB	7	4	6	10	3	5	35
Ass't. Varsity	CR	7	4	-	8	2	5	26
	AB	7	3	-	7	2	5	24
Jr. Varsity	CR	7	4	2	1	3	-	17
9th Grade	CR	6	4	1	1	3	-	15
	AB	6	4	1	1	3	-	15
Jr. High	CRJ	5	5	3	1	1	-	15
Ass't. Jr. High	CRJ	5	3	-	1	1	-	10
Cross Country: Varsity	CR	5	3	1	1	4	-	14
	AB	5	3	1	1	4	-	14
Soccer: Varsity	CR	6	3	3	2	4	6	24
Jr. Varsity	CR	6	3	1	1	3	-	14
Intramurals	CRJ	1	4	-	-	-	-	5
Hockey: Varsity	CR	7	3	3	1	4	-	18
	AB	7	3	3	1	4	-	18
Jr. Varsity	CR	7	2	1	1	3	-	14
	AB	0	2	1	1	2	-	6
Jr. High	CRJ	4	4	1	1	3	-	13
Cheerleading: Varsity	CR	6	2	3	-	4	-	15
	AB	7	2	2	-	4	-	15
Ass't.	CR	3	2	-	-	4	-	9
Jr. High	CRJ	7	1	1	-	4	-	13
WINTER SPORTS								
Wrestling: Varsity	CR	7	5	3	5	5	8	33
	AB	7	4	3	4	5	8	31
Ass't. Varsity	CR	7	3	1	1	4	-	16
	AB	7	3	1	1	4	-	16
Jr. High	CRJ	5	4	2	1	2	-	14
Ass't. Jr. High	CRJ	5	3	-	1	1	-	10

NAME OF ACTIVITY	SCHOOL	1	2	3	4	5	6	Total Rating
WINTER SPORTS CONTINUED								
Boys Basketball: Varsity	CR	7	3	5	5	4	10	34
	AB	7	3	5	4	4	10	33
Jr. Var.	CR	7	2	1	1	4	-	15
	AB	7	2	1	1	4	-	15
9th Grade	CR	5	2	1	1	3	-	12
Jr. High	CRJ	5	2	2	1	2	-	12
	AB	5	2	2	1	2	-	12
Ass't. JH	CRJ	5	1	-	1	1	-	8
Intramurals	CRJ	1	3	-	-	-	-	4
Girls Basketball: Varsity	CR	7	3	3	4	4	10	31
	AB	7	3	3	3	4	10	30
Jr. Var.	CR	7	2	1	1	4	-	15
	AB	7	2	1	1	4	-	15
Jr. High	CRJ	5	2	2	1	2	-	12
Ass't. JH	CRJ	5	1	-	1	1	-	8
Intramurals	CRJ	1	3	-	-	-	-	4
Winter Track	CR	3	4	1	-	5	-	13
	AB	-	-	-	-	-	-	N/A
Gymnastics	CRJ	1	4	-	-	-	-	5
SPRING SPORTS								
Baseball: Varsity	CR	7	4	3	1	4	-	19
	AB	7	4	3	1	4	-	19
Jr. Varsity	CR	7	2	1	-	3	-	13
	AB	7	2	1	-	3	-	13
Softball	CR	7	3	1	1	4	-	16
	AB	7	3	1	1	4	-	16
Intramurals	CRJ	1	2	-	-	-	-	3
Boys/Girls Track: Varsity	CR	7	5	2	1	4	-	19
	AB	7	3	2	1	4	-	17
Ass't. Var.	CR	7	3	-	1	3	-	14
	AB	7	2	-	1	3	-	13
Coed Track	CRJ	4	4	2	1	2	-	13
Ass't.	CRJ	4	3	-	1	1	-	9
Golf	CR/AB	6	2	1	-	2	-	11
Boys/Girls Tennis	CR/AB	6	2	1	1	2	-	12
Intramurals	CRJ	1	3	-	-	-	-	4

NAME OF ACTIVITY		SCHOOL	1	2	3	4	5	6	Total Rating
Music:	Marching Band	CR	3	10	1	1	-	2	17
		AB	3	6	1	1	2	-	13
	Concert Band	CR	3	10	1	1	2	-	17
		AB	3	-	1	1	-	-	5
	Band	CRJ	1	6	1	1	-	-	9
	Glee Club	CR	1	5	1	1	-	-	8
		AB	1	3	1	1	-	-	6
	Chorus	CRJ	1	5	1	1	-	-	8
Stage:	Annual Drama Prod.	CR	3	4	1	2	-	2	12
	Annual Music Prod.	CR	3	6	1	2	-	2	14
	Jr. Play (optional)	AB	2	3	1	1	-	2	9
	Senior Play "	AB	2	3	1	1	-	2	9
	Drama	CRJ	3	2	1	1	-	-	7
Student Publications									
	Yearbook	CR	10	4	1	-	-	1	16
		AB	10	3	1	-	-	1	15
	Newspaper	CR	3	2	1	-	-	5	11
		AB	2	1	-	-	-	5	8
		CRJ	2	2	1	-	-	3	8
Service Organizations									
	Student Council	CR/AB	2	3	1	-	1	-	7
		CRJ	1	4	1	-	-	-	6
	Safety Squad	CR/AB	2	2	1	-	-	-	5
		Welch	3	4	1	-	-	-	8
Stage Crew		CR	3	2	1	-	-	-	6
		AB	2	2	1	-	-	-	5
Audio Visual		CR/AB	2	1	1	-	-	-	4
		CRJ	2	1	1	-	-	-	4
Class Sponsors									
	Freshman	CR	2	1	1	-	-	-	4
		AB	1	1	1	-	-	-	3
	Sophomore	CR	3	1	1	-	-	-	5
		AB	2	1	1	-	-	-	4
	Junior	CR	6	2	1	-	1	-	10
		AB	4	2	1	-	1	-	8
	Senior	CR	5	2	1	-	1	-	9
		AB	4	2	1	-	1	-	8

SALARY SCHEDULE

A dollar value of $33 shall be placed on each point received in the rating scale using the criteria as a basis for evaluating each activity. Application of the dollar value to the rating scale points is as follows for each activity:

Activity		School	Rating	Amount
Coordinator of Athletics		CR	40	$ 1,320.00
		AB	34	1,122.00
		CR Jr. High	18	594.00
Fall Sports				
Football:	Varsity	CR	40	1,320.00
		AB	35	1,155.00
	Assistant Varsity	CR	26	858.00
		AB	24	792.00
	Junior Varsity	CR	17	561.00
	9th Grade	CR;AB	15	495.00
	Junior High	CR Jr. High	15	495.00
	Assistant Junior High	CR Jr. High	10	330.00
Cross Country		CR; AB	14	462.00
Soccer:	Varsity	CR	24	792.00
	Junior Varsity	CR	14	462.00
	Intramurals	CR Jr. High	5	165.00
Hockey:	Varsity	CR; AB	18	594.00
	Junior Varsity	CR	14	462.00
		AB	6	198.00
	Junior High	CR Jr. High	13	429.00
Cheerleading:	Varsity	CR; AB	15	495.00
	Assistant Varsity	CR	9	297.00
	Junior High	CR Jr. High	13	429.00
Winter Sports				
Wrestling:	Varsity	CR	33	1,089.00
		AB	31	1,023.00
	Junior Varsity	CR	16	528.00
		AB	16	528.00
	Junior High	CR Jr. High	14	462.00
	Assistant Junior High	CR Jr. High	10	330.00
Basketball (Boys):				
	Varsity	CR	34	1,122.00
		AB	33	1,089.00
	Junior Varsity	CR	15	495.00
		AB	15	495.00
	9th Grade	CR	12	396.00

Activity		School	Rating	Amount
Basketball (Boys) continued:				
	Junior High	CRJH; AB	12	$ 396.00
	Assistant Junior High	CR Jr. High	8	264.00
	Intramurals	CR Jr. High	4	132.00
Basketball (Girls):				
	Varsity	CR	31	1,023.00
		AB	30	990.00
	Junior Varsity	CR; AB	15	495.00
	Junior High	CR Jr. High	12	396.00
	Assistant Junior High	CR Jr. High	8	264.00
	Intramurals	CR Jr. High	4	132.00
Winter Track		CR	13	429.00
		AB	N/A	N/A
Gymnastics		CR Jr. High	5	165.00
Spring Sports				
Baseball:	Varsity	CR;AB	19	627.00
	Junior Varsity	CR;AB	13	429.00
Softball:		CR;AB	16	528.00
	Intramurals	CRJr. High	3	99.00
Track (Boys):	Varsity	CR	19	627.00
		AB	17	561.00
	Assistant Varsity	CR	14	462.00
		AB	13	429.00
Track (Girls):	Varsity	CR	19	627.00
		AB	17	561.00
	Assistant Varsity	CR	14	462.00
		AB	13	429.00
Track (Coed):		CR Jr. High	13	429.00
	Assistant	CR Jr. High	9	297.00
Golf		CR; AB	11	363.00
Tennis (Boys;Girls)		CR; AB	12	396.00
	Intramurals	CR Jr. High	4	132.00
All Other Activities				
Music:	Marching Band	CR	17	561.00
		AB	13	429.00
	Concert Band	CR	17	561.00
		AB	5	165.00

Activity		School	Rating	Amount
Music (continued):				
	Band	CR Jr. High	9	$ 297.00
	Glee Club	CR	8	264.00
		AB	6	198.00
	Chorus	CR Jr. High	8	264.00
Stage:	Annual Drama Production	CR	12	396.00
	Annual Music Production	CR	14	462.00
	Junior Play (optional)	AB	9	297.00
	Senior Play (optional)	AB	9	297.00
	Drama	CR Jr. High	7	231.00
Student Publications:	Yearbook	CR	16	528.00
		AB	15	495.00
	Newspaper	CR	11	363.00
		AB	8	264.00
		CR Jr. High	8	264.00
Service Organizations:				
	Student Council	CR;AB	7	231.00
		CR Jr. High	6	198.00
	Safety Squad	CR;AB	5	165.00
		Welch Elem.	8	264.00
	Stage Crew	CR	6	198.00
		AB	5	165.00
	Audio Visual	CR;AB	4	132.00
		CR Jr. High	4	132.00
Class Sponsors:	Freshman	CR	4	132.00
		AB	3	93.00
	Sophomore	CR	5	165.00
		AB	4	132.00
	Junior	CR	10	330.00
		AB	8	264.00
	Senior	CR	9	297.00
		AB	8	264.00

APPENDIX I

EVALUATION
CAESAR RODNEY EDUCATION ASSOCIATION

Glenn E. Cooley — Name

CRHS — School

Pres. CREA

*Rate and check all elements a-g.

*Return the completed form no later than Friday, March 3, 1978.

Performance Rating Matrix

Weak 1	Minimally Acceptable 2	Good; Fairly Comprehensive 3	Excellent and Comprehensive 4	Inadequate 0	Six criterion extra-curricular responsibility evaluative instrument
		✓			a. Clarity of statement; easy to understand; completeness
✓					b. Fair to all relevant consumers
		✓			c. Appropriate
		✓			d. Long-term relevance
		✓			e. District and State-wide significance
		✓			f. Student benefit
			✓		g. Ease of administration

This type of criteria seems to be slanted toward coaches. Athletics is only a fraction of our overall extra curricular activities. I would assume that all sponsors including Club sponsors would fall under this instrument, if the criteria is met

How is the remuneration calculated?

EVALUATION
CAESAR RODNEY EDUCATION ASSOCIATION

Karen Robinson
Name

Star Hill
School

TREASURER CREA

*Rate and check all elements a-g.

*Return the completed form no later than Friday, March 3, 1978.

Performance Rating Matrix

Weak 1	Minimally Acceptable 2	Good; Fairly Comprehensive 3	Excellent and Comprehensive 4	Inadequate 0	Six criterion extra-curricular responsibility evaluative instrument
			✓		a. Clarity of statement; easy to understand; completeness
	✓				b. Fair to all relevant consumers
		✓			c. Appropriate
		✓			d. Long-term relevance
		✓			e. District and State-wide significance
	✓				f. Student benefit
			✓		g. Ease of administration

EVALUATION
CAESAR RODNEY EDUCATION ASSOCIATION

Joyce Budra
Name

ABHS
School

Sec. CREA

*Rate and check all elements a-g.

*Return the completed form no later than Friday, March 3, 1978.

Performance Rating Matrix

Six criterion extra-curricular responsibility evaluative instrument

1 Weak	2 Minimally Acceptable	3 Good; Fairly Comprehensive	4 Excellent and Comprehensive	0 Inadequate	
		✓			a. Clarity of statement; easy to understand; completeness
			✓		b. Fair to all relevant consumers
			✓		c. Appropriate
			✓		d. Long-term relevance
			✓		e. District and State-wide significance
					f. Student benefit
			✓		g. Ease of administration

APPENDIX J

BOARD OF EDUCATION BUDGET ADOPTION

CAESAR RODNEY SCHOOL DISTRICT
Budget 1978-1979
Current Expense

This budget is presented as a guideline for expenditures for the year beginning July 1, 1978, and ending June 30, 1979. The budget is based on an upward adjustment of fixed costs to allow for the rise in prices in certain areas and providing for the adopted instructional program. An amount ($36,000) has been included to cover increases negotiated under the teacher contract. We normally extend the negotiated salary increases or increased fringe benefits to other district school employees and $4,139. has been included in the budget for this purpose. We have also budgeted an amount of $33 per unit point to fund the extra-curricular activities which reflects an increase of $7,592.

Current information indicates that we will receive 60% of entitlement for PL874 students for the 1977-78 school year, and we have used this same figure to project the anticipated income for 1978-79. This area of our budget continues to be the most intangible and is reducing each year.

The Caesar Rodney current expense budget provides for a total expenditure of $5,418,340.76 of which $905,054 are local and equalization funds.

In addition to maintaining the existing adopted instructional program, this budget provides for implementation of the new instructional materials adopted for reading in grades K through six and vocational subjects in grades 7 through 12. Fringe benefits (dental care, disability, and Blue Cross) are approximately $4,000 above last year.

State funds including equalization money represent 89% of the current expense budget and are derived from the unit system. As in the past, local funds are secured from three major sources: property taxes, capitation taxes, and PL874 funds (Federal). These sources are supplemented by Division III (Equalization funds), which are treated as local revenue for expenditure purposes and are applied to salary supplements. Tax figures and PL874 fund estimates are based on the latest information available and tend to fluctuate.

State salaries reflect the current salary scale. Division II funds are projected on $2,160 per unit and Division III funds are projected on the same per unit amount ($1,080) received during the 1977-78 school year. The actual Division II and III amounts will not be known until the unit count is verified on September 30, 1978. The amounts shown in the State funds section may fluctuate, but the local funds section should be fairly accurate.

You will note that local spending exceeds receipts by $13,642. These funds will come from our local balance which we hold for emergencies and PL874 one-year escrow. We should be back in balance for 1980 as assessment is growing by about $2,000,000 per year.

Please note that a separate budget is presented for the John S. Charlton School, which provides for a total expenditure of $422,251 with $134,140 being expended from local Charlton funds and equalization funds. Charlton local funds are obtained from tuition charges to districts sending students to the facility.

The Air Base Schools' budget was adopted previously for a total expenditure of $2,772,308. The combined total budgets for education in the Caesar Rodney School District is $9,461,669.

Breakdown: 1978-79 Budget

* EXTRA-CURRICULAR AND EXTRA DUTY - TEACHERS

a.	Extra-curricular	$34,025.
b.	Summer School Program	12,547.
c.	Summer Music:	3,375.
	(High School & Jr. High - 6 weeks)	
d.	Extra Library:	
	2 aides	11,552.
	Extra - night	300.
e.	In-service Program	1,500.
f.	Extra (Subs, etc.)	2,000.
g.	Pre-school coaching	1,794.
h.	Agreement Leave	4,000.
i.	Reading Program	7,000.
j.	Teacher of the Year	1,600.
		$79,693.

BOARD OF EDUCATION BUDGET ADOPTION

May 16, 1978

POLICY ITEMS

BUDGETS 1978-79; CAESAR RODNEY & CHARLTON SCHOOLS

In rebuttal to the position presented by Mr. Crowley relative to the budget for 1978-79, the Superintendent stated that in all likelihood the amounts of money for supplies and materials would be funded at about the same level as last year. He pointed out further that as of now it is uncertain as to what the State budget will actually be, and even the local budget has not been passed. He stated that it was difficult to understand how the Association could expect full allocations until it is known what the budget adoptions will be. He further assured the Board that when actual figures are finalized, it is anticipated that approximate expenditure levels for the school year 1978-79 would be similar to 1977-78.

After reviewing the budgets as presented for approval by the Superintendent, Mr. Warren moved, seconded by Mr. Courtney, and unanimously passed 5-0, that they be approved. (see attached)

MINOR CAPITAL IMPROVEMENT PROGRAM FY/80

Mr. Courtney moved, seconded by Mrs. Sanderson, and unanimously passed 5-0, that the following projects be submitted to the Department of Public Instruction for inclusion in the Minor Capital Improvement Program FY/80: (Funded 60% state; 40% local)

A. Relocate existing football bleachers on home side to visitors' side, and replace with stadium-type seating. Seating capacity of approximately 5,000 (Caesar Rodney High) $50,000.00

B. Modernize bathroom for handicapped use, and construct ramps as needed (all schools) 18,000.00

APPENDIX K

CAESAR RODNEY SCHOOL DISTRICT

DISTRICT OFFICE

MEMORANDUM

TO: Principals and Central Office Staff

FROM: F. Niel Postlethwait

DATE: May 4, 1978

SUBJECT: Extra-curricular Activities Guide for Recruitment of Sponsors

As a part of my practicum project connected with NOVA University, I need an evaluation of the recently adopted guide to assist me in the completion of my report. I will appreciate your completing the enclosed checklist at your earliest convenience.

Enclosure
c

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST

You have received the Guide for the Recruitment of Teachers to Sponsor Extra-Curricular Activities. Please review the criteria and provide your evaluation of it by applying a rating to the following questions. Circle rating. (4 excellent; 3 good; 2 fair; 1 poor; 0 inadequate)

1. Is the criteria understandable and complete? 4 3 2 1 0
2. How adequate is the criteria to purpose? 4 3 2 1 0
3. How well does it provide for ease of administration? 4 3 2 1 0
4. How well will the criteria assist in the recruitment of sponsors? 4 3 2 1 0
5. How equitable is the salary schedule? 4 3 2 1 0
6. How well has the application of the criteria eliminated inequitable salaries? 4 3 2 1 0
7. How well does the proposed salary schedule compensate sponsors commensurate with responsibility? 4 3 2 1 0
8. Has this criteria enabled you to reduce complaints as a result of its application? 4 3 2 1 0

5/4/78

PRINCIPALS AND CENTRAL OFFICE STAFF
TABULATION OF RESULTS

EXTRA-CURRICULAR ACTIVITIES

CHECK LIST

You have received the Guide for the Recruitment of Teachers to Sponsor Extra-Curricular Activities. Please review the criteria and provide your evaluation of it by applying a rating to the following questions. Circle rating. (4 excellent; 3 good; 2 fair; 1 poor; 0 inadequate)

1. Is the criteria stated in context, clear, understandable and complete? 11 6 4 3 2 1 0 (17)
2. How adequate is the criteria to purpose? 13 4 3 2 1 0
3. How well does it provide for ease of administration? 8 8 1 4 3 2 1 0
4. How well will the criteria assist in the recruitment of sponsors? 12 5 4 3 2 1 0
5. How equitable is the salary schedule? 10 7 4 3 2 1 0
6. How well has the application of the criteria eliminated inequitable salaries? 11 6 4 3 2 1 0
7. How well does the proposed salary schedule compensate sponsors commensurate with responsibility? 6 10 1 4 3 2 1 0
8. Has this criteria enabled you to reduce complaints as a result of its application? 11 6 4 3 2 1 0

82 52 2

44 3 2

328 156 4 total 488 out of 544 possible

5-4-78

for an avg of 3.588

APPENDIX L

STATE OF DELAWARE

DEPARTMENT OF PUBLIC INSTRUCTION

THE TOWNSEND BUILDING
DOVER, DELAWARE 19901

KENNETH C. MADDEN
STATE SUPERINTENDENT

RANDALL L. BROYLES
HOWARD E. ROW
JOHN J. RYAN
ASSISTANT SUPERINTENDENTS

May 3, 1978

F. Neil Postlethwait
Superintendent
Caesar Rodney School District
239 Old North Road
Camden-Wyoming, Delaware

Dear Mr. Postlethwait,

I have read and studied your "Guide for the Recruitment of Teachers to Sponsor Extra-curricular Activities".

In my judgment, the guide achieves its purpose efficiently: it describes and justifies a district program in a sensitive and important area. I find no major omission and no needless detail. The content is presented in a clear, logical, and straightforward manner. The guide describes the program fully enough so that any teacher or principal could understand it without resorting to other documents. For the explanation, rating scale, and salary schedule, the formats are appropriate and they help to make the material easy to grasp.

The program appears to be a fair and objective one, based on rational methods, well thought-out, and with no signs of racial or sexual bias. I think the program itself and this guide have statewide significance. They reduce a complex matter to a simple, well-defined system that many school districts could adopt.

In summary, this guide strikes me as being a valuable working document. It would lead to orderly administration, ensure fair and objective judgments, and enable all persons involved in such activities to understand how the compensation is determined. It answers the essential questions and it should help a school system avoid problems and lessen disputes. It shows good editorial quality and would be accepted widely as a fine piece of work.

Cordially,

Ambrose W. Hagarty

Ambrose W. Hagarty
Public Information Specialist

AWH/kb

APPENDIX M

LAW OFFICES
SCHMITTINGER AND RODRIGUEZ
PROFESSIONAL ASSOCIATION
414 SOUTH STATE STREET
P. O. BOX 427
DOVER, DELAWARE 19901
TELEPHONE (302) 674-0140
CABLE ADDRESS "SCHMITTROD"

HAROLD SCHMITTINGER
NICHOLAS H. RODRIGUEZ
PAUL H. BOSWELL
JOHN J. SCHMITTINGER
BRUCE C. ENNIS
GEORGE F. GARDNER
WILMER C. BETTINGER
LARRY W. FIFER
DONALD R. WILLIAMS
I. BARRY GUERKE
DOUGLAS B. CATTS
JOHN WILLIAMS
WILLIAM D. FLETCHER, JR.
WILLIAM A. DENMAN

WILLIAM J. STOREY
COUNSEL

WILMINGTON OFFICE
414 MARKET TOWER
WILMINGTON, DELAWARE 19801
TELEPHONE (302) 652-3676

REHOBOTH BEACH OFFICE
DELAWARE TRUST BUILDING
REHOBOTH BEACH, DELAWARE 19971
TELEPHONE (302) 645-2846

MAY 1978
RECEIVED
SUPERINTENDENT

May 2, 1978

F. Niel Postlethwait
Superintendent
Caesar Rodney School District
Old North Road
Box 188
Camden-Wyoming, DE 19934

Dear Mr. Postlethwait:

I have viewed A Guide for the Recruitment of Teachers to Sponsor Extra-Curricular Activities (1978) which you forwarded to me for comment on compliance with current EEOC standards. You will recall that one of Mr. Dreden's complaints was that male coaches were paid more than female coaches. We tried to explain to him the reason for such pay differential and I believe that the Guide satisfactorily points out what will obviously amount to male coaches being compensated at a higher rate than female coaches. I realize that this Guide covers the entire field of extra-curricular sponsorship and not just coaching. I think the six criteria used to rate the extra-curricular activities are fair and adequate under the circumstances. It would appear to me that the criteria selected would not discriminate against anyone based on sex or race.

The Guide appears to me to be quite clear and I offer no suggested changes in wording of the same.

I think it is a good idea to provide for an administrative review at the request of a sponsor as set forth on page 8 of the Guide. This should satisfy any due process arguments that might be raised.

In conclusion, I would think that the Guide would meet with the approval of the EEOC.

Very truly yours,

NICHOLAS H. RODRIGUEZ

NHR:am
2-2

APPENDIX N

POST-PRACTICUM QUESTIONNAIRE (FACULTY)

CAESAR RODNEY SCHOOL DISTRICT

Old North Road, Box 188, Camden-Wyoming, Delaware 19934
Phone: (302) 697-2173

F. Niel Postlethwait
Superintendent

May 17, 1978

Dear

Last January you provided me information by completing an Extra-curricular Activities Checklist. Since that time, using your input along with other data, criteria have been developed and applied to all extra-curricular activities resulting in the adoption of a new salary schedule by the Board of Education.

As a follow-up, I would appreciate your review of the new schedule and the criteria which accompany the schedule. I am anxious to measure the difference in your response to this new material. As before, your response will be kept confidential.

Sincerely yours,

F. Niel Postlethwait
Superintendent

FNP:rc

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST

(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed activities salary schedules before answering the following questions:

1. How well does the student activities program complement and enrich classroom activities? 4 3 2 1

2. How well does the salary schedule compensate the sponsors commensurate with responsibility? 4 3 2 1

3. How equitable is the salary schedule? 4 3 2 1

4. How adequate do you consider the criteria? 4 3 2 1

5. How adequate is the number of activities for girls? 4 3 2 1

6. How adequate is the number of activities for boys? 4 3 2 1

Please answer the following "yes" or "no":

1. Do you sponsor an activity for which you are paid? Yes No

2. Do you feel female sports coaches are paid fairly considering pressure, etc.? Yes No

3. Do you feel the application of the criteria has elimirated inequitable salaries? Yes No

4. Do you feel the criteria will assist with the recruitment of sponsors? Yes No

5. Do you feel the criteria discriminates against women? Yes No

1. Which activity, in relation to all others, should receive the highest salary? _____

2. Which activity, in relation to all others, should receive the lowest salary? _____

3. Which activity do you consider to be about between the high and the low? _____

Further Comments:

POST-PRACTICUM QUESTIONNAIRE (FACULTY)

TABULATIONS
ON
RESPONSES
(32)

Answers are tabulated on a percentage basis for each rating given by the faculty.

EXTRA-CURRICULAR ACTIVITIES
CHECKLIST
(4 excellent; 3 good; 2 fair; 1 poor)

Please review the enclosed activities salary schedules before answering the following questions:

1. How well does the student activities program complement and enrich classroom activities?

4	3	2	1
62.5%	31.5%	6%	0%

2. How well does the salary schedule compensate the sponsors commensurate with responsibility?

4	3	2	1	No response
25%	62.5%	6%	0%	6.5%

3. How equitable is the salary schedule?

4	3	2	1
37%	50%	3%	0%

4. How adequate do you consider the criteria?

4	3	2	1	No response
83.3%	15.6%	0%	0%	1.1%

5. How adequate is the number of activities for girls?

4	3	2	1
62.5%	25%	12.5%	0%

6. How adequate is the number of activities for boys?

4	3	2	1
75%	25%	0%	0%

Please answer the following "yes" or "no":

1. Do you sponsor an activity for which you are paid?

Yes	No
31%	69%

2. Do you feel female sports coaches are paid fairly considering pressure, etc.?

Yes	No
87.5%	12.5%

3. Do you feel the application of the criteria has eliminated inequitable salaries?

Yes	No
87.5%	12.5%

4. Do you feel the criteria will assist with the recruitment of sponsors?

Yes	No
90.6%	9%

5. Do you feel the criteria discriminates against women?

Yes	No
6%	93.7%

APPENDIX O

POST-PRACTICUM QUESTIONNAIRE (STUDENTS)

CAESAR RODNEY SCHOOL DISTRICT

Old North Road, Box 188, Camden-Wyoming, Delaware 19934
Phone: (302) 697-2173

F. Niel Postlethwait
Superintendent

May 17, 1978

Dear Senior:

Last January you provided me information by completing an Extra-curricular Activities Checklist. Since that time, using your input along with other data, criteria have been developed and applied to all extra-curricular activities resulting in the adoption of a new schedule by the Board of Education.

As a follow-up, I would appreciate your review of the new schedule and supporting criteria in relation to the previous schedule. I am anxious to measure the difference in your response to the new material.

Thanks for your help.

Sincerely yours,

F. Niel Postlethwait
Superintendent

FNP:rc

EXTRA-CURRICULAR ACTIVITIES CHECKLIST
(4 Excellent; 3 Good; 2 Fair; 1 Poor)

1. Is the criteria complete and stated in understandable language? 4 3 2 1 0

2. Will the criteria assist in the recruitment of sponsors? 4 3 2 1 0

3. How equitable is the salary schedule? 4 3 2 1 0

4. Does the criteria eliminate sexual and racial bias? 4 3 2 1

5. How well do you feel it will indirectly help you as a student? 4 3 2 1 0

6. How well do you think it will eliminate or minimize complaints by sponsors? 4 3 2 1 0

POST-PRACTICUM QUESTIONNAIRE (STUDENTS)

TABULATIONS
ON
RESPONSES
68

Answers are tabulated on a percentage basis for each rating given by the students.

EXTRA-CURRICULAR ACTIVITIES CHECKLIST
(4 Excellent; 3 Good; 2 Fair; 1 Poor)

1. Is the criteria complete and stated in understandable language?

4	3	2	1	0	No response
14.6%	55.8%	23.5%	.05%	0%	5.95%

2. Will the criteria assist in the recruitment of sponsors?

4	3	2	1	0	No response
23.5%	41.5%	9%	5%	0%	21%

3. How equitable is the salary schedule?

4	3	2	1	0	No response
18.1%	44.1%	36.3%	0%	0%	1.5%

4. Does the criteria eliminate sexual and racial bias?

4	3	2	1	0	No response
48.3%	32.2%	9%	6%	3%	1.5%

5. How well do you feel it will indirectly help you as a student?

4	3	2	1	0	No response
6%	41.2%	36.5%	6%	9.5%	.8%

6. How well do you think it will eliminate or minimize complaints by sponsors?

4	3	2	1	0	No response
6.3%	53.9%	25.3%	12.6%	1%	.9%

APPENDIX P

STAFF RECRUITMENT COMPARISON MAY 1977 WITH 1978

(Excerpts from Board Minutes)

May 24, 1977

F. Travel (CREA approved):

a. Mary Frances O'Connor to attend the CHEM ED 77 Conference at the University of Waterloo, Ontario, Canada; August 22-25, 1977. Approximate cost: $213.

b. Mrs. Mary Rohland to attend the Summer Institute of College Admissions at Harvard University; July 10-15, 1977. Approximate cost: $300.

G. Extra-duty Assignments (1977-78):

Caesar Rodney High School

Coordinator of Athletics		Jim Powell
Football:	Varsity	Joseph Purzycki
	Assistant Varsity	James Brooks
	Assistant Varsity	Joseph Shetzler
	Junior Varsity	John Coveleski
	Junior Varsity	James Harvey
	Ninth Grade	Gary Mahoney
Soccer:	Varsity	Allan Rathbun
Cheerleading:	Varsity	Ann Rigby
	Assistant Varsity	Donna Matthews
Wrestling:	Varsity	Peter Basile
	Assistant Varsity	Joseph Shetzler
Basketball (boys):	Varsity	James Dougherty
Softball (girls):	Varsity	Marilyn Ries
Girls Track:	Varsity	Gwen Harris
Tennis (boys):		James Harvey
Tennis (girls):		Judy Holland
Golf		Guy Isenberg
Concert Band		Edwin Englehart
Marching Band		Frank Metzger
Glee Club		Melinda Marsh
Stage Crew		Melinda Marsh
Yearbook		Eugene Grace
Student Council		Eugene Grace
Annual Dramatic & Musical Productions:		Melinda Marsh
		Linda Gehring
Class Sponsors:	Freshman	Albert Bodnar
		Salvatore Serio
	Sophomore	Norma Culver
		Eileen Pallace
	Junior	Jim Powell
	Senior	Eugene Grace
		Judy Holland

May 24, 1977

Dover Air Force Base High School	
Athletic Coordinator	John Newman
Football :Varsity	Baxter Weber
Assistant Varsity	John Newman
	Ralph Meier
Cross Country	Charles Bell
Hockey (girls)	Michelle Fennemore
Wrestling: Varsity	Thomas Leonard
Basketball (boys): Varsity	Baxter Weber
Junior Varsity	John Newman
Junior High	Ralph Meier
Band	Philip Steinhoff
Chorus	Philip Steinhoff
Yearbook	Marjorie Stewart
Audio-Visual	Durward Matthews
Class Sponsors: Junior	Terri MacMillan
Senior	Nadine Morse
Wrestling Cheerleaders	Vicki Mockbee
Stage Production	Jocelyn Tandy

STUDENT TRIPS

Mr. Walton moved, seconded by Mr. Courtney, and passed 4-0, that the following student out-of-State trips be approved with an additional chaperone assigned to the French Club and Honor Society trips:

A. German classes; Caesar Rodney High School; Washington, D. C. Sunday, June 5, 1977.

B. French Club; Caesar Rodney High School; Washington, D. C.;

B. Appointments:

Mrs. Frances Quirk	Autistic teacher	Charlton	8/30/7
Mrs. Lynne Massuli	Library Aide	C. R. High	5/15/7
James Procopio	District Maintenance	District	6/1/78

C. Reassignments:
W. B. Simpson and Nellie Hughes Stokes Elementary Schools (see attached)

D. Retirement:

Mrs. Mary L. Richardson	Grade 3	Arnold Elementary	6/30/
Mrs. Ann Roe	Cafeteria Manager	John S. Charlton	6/30/
Mrs. Sarah Eidson	LD	Welch Elementary	6/30/

E. Travel:
Judy Holland to attend a tennis clinic being held at Sweet Briar, Virginia; June 12-18, 1978. Approximate cost: $500.

F. Maternity Leave:

Mrs. Marjorie Stewart	A. B. High	April 24-August 29, 197

G. Extra-duty Assignments (1978-79):

Caesar Rodney High School

Athletic Director	Jim Powell
Assistant Varsity Football coach	James Brooks
Assistant Varsity Football coach	Joseph Shetzler
Junior Varsity Football coach	John Coveleski
Junior Varsity Football coach	James Harvey
9th Grade Football coach	GaryMahoney
Assistant 9th Grade Football coach	Dennis McGrann
Varsity Soccer coach	Allan Rathbun
Varsity Cheerleading	Ann Rigby
Assistant Varsity Cheerleading	Donna Matthews
Assistant Varsity Cheerleading	Elvina Cecconi
Varsity Wrestling coach	Peter Basile
Assistant Varsity Wrestling coach	Joseph Shetzler
Girls Basketball coach	John Coveleski
Boys Track coach	Dennis McGrann
Girls Track coach	Gwen Harris
Softball coach	Marilyn Ries
Boys Tennis coach	James Harvey
Girls Tennis coach	Judy Holland
Golf coach	Guy Isenberg
Varsity Field Hockey coach	Gwen Harris
Assistant Varsity Field Hockey coach	Marguerite Dressel
School Newspaper	Patricia Bohinski
Concert Band	Edwin Englehart
Glee Club	Melinda Marsh
Stage Crew	Melinda Marsh
Annual Dramatic & Musical Productions	Melinda Marsh; Linda Gehling

Caesar Rodney Junior High School	
Athletic Coordinator	Harvey Johnson
Basketball coach	Lewis Miller
Assistant Basketball coach	Harvey Johnson
Wrestling coach	Paul Pletcher
Football coach	Jack Baker
Assistant Football coach	Mike Rash
Track coach	Jack Baker
Assistant Track coach	Mike Rash
Girls Basketball coach	Lloyd Cooper
Band	Ross Evans
Drama	Mary Hohman
Student Council	Jack Walters
Chorus	Joycelyn Wallack
Hockey	Sharon Barkins
Gymnastics (intramural)	Cheryl Walls
Gymnastics (intramural)	Jacqueline Bell
Tennis (intramural)	Daniel Deckard
Audio-visual	Daniel Deckard

Dover Air Force Base High School	
Athletic Director	John Newman
Varsity Football coach	Baxter Weber
Assistant Varsity Football coach	John Newman
Cross Country	Charles Bell
Field Hockey	Michelle Fennemore
Varsity Cheerleading	Sue Ellen Dennis
Varsity Cheerleading	Mary Kruger
Wrestling coach	Thomas Leonard
JV Wrestling coach	William Windett
Boys Varsity Basketball coach	Baxter Weber
Boys JV Basketball coach	John Newman
Girls Varsity Basketball coach	David Hilton
Girls JV Basketball coach	Steven Andrews
Marching Band	Philip Steinhoff
Concert Band	Philip Steinhoff
Glee Club	Philip Steinhoff
Annual Drama Production	Jocelyn Coverdale
Yearbook	Marjorie Stewart
Student Council	William Robinson
Freshman Class Sponsor	Linda Cooper
Junior Class Sponsor	William Windett
Senior Class Sponsor	Teri MacMillan

APPENDIX Q

STATE OF DELAWARE

DEPARTMENT OF PUBLIC INSTRUCTION
DELAWARE DIRECTION SERVICE CENTER
MILFORD MIDDLE SCHOOL
LAKEVIEW AVENUE
MILFORD, DELAWARE 19963

KENNETH C. MADDEN
STATE SUPERINTENDENT

RANDALL L. BROYLES
HOWARD E. ROW
JOHN J. RYAN
ASSISTANT SUPERINTENDENTS

June 12, 1978

Mr. S. O. Kaylin
Director of Practicums
Nova University
College Avenue
Fort Lauderdale, Florida 33314

Dear Mr. Kaylin:

This letter is to indicate to you that I have worked as a practicum observer for Mr. Neil Postlethwait, Superintendent of Caesar Rodney School District, on his practicum, Development and Implementation of Procedures to Reduce or Minimize Complaints as Related to Extra Curricular Activity Salary Schedules.

Serving in his position as school superintendent, the issue of recruitment of extra curricular sponsors and a fair and equitable method of payment for their services, has been of prime concern to Mr. Postlethwait. In his typical fashion he has met the issue head on and has developed an excellent method of resolving it. I am particularly impressed with the wide area he has covered in researching the topic and with the complimentary responses he has received from knowledgeable persons relative to the work, A Guide for the Recruitment of Teachers to Sponsor Extra Curricular Activities.

As was stated by Dr. Ambrose Hagarty, Public Information Specialist, Delaware Department of Public Instruction, the program and the work itself has state-wide significance in that this area, heretofore, has been one about which sparce detailed information has been available.

I can attest that Mr. Postlethwait has spent many hours on this practicum, and it is my opinion that the fruit of his labors are of high quality.

Sincerely,

William I. Corkle

William I. Corkle, Ed.D.
State Supervisor
ESEA I, Program Development

WIC/fg

JAMES R. KERR, M.S.
Director of Administrative Services

CHARLES MOSES, M.Ed.
Director of Personnel Services

Milford School District

906 Lakeview Avenue • Milford, Delaware 19963 • (302) 422-6601

JUDY B. SPIEGEL, M.Ed.
Supervisor, Special Programs

MICHAEL V. WOODALL, Ph.D.
Superintendent

June 13, 1978

Dr. S. O. Kaylin
Director of Practicums
Nova University
College Avenue
Fort Lauderdale, FL 33314

Dear Dr. Kaylin:

I have been apprised regarding Mr. Niel Postlethwait's activities on his practicum, The Development and Implementation of Procedures to Reduce or Minimize Complaints as Related to Extra-Curricular Activity Salary Schedule. The activities have been implemented as stated.

His activities serve a most useful purpose for the districts of this state and the nation. Unfortunately, most districts are negligent in this area.

Mr. Postlethwait is highly qualified as a practitioner in this field. The various facets of this practicum have been areas in which he has considerable experience.

Sincerely,

MILFORD SCHOOL DISTRICT

Michael V. Woodall, Ph.D.
Superintendent

MVW/jas

CAESAR RODNEY SCHOOL DISTRICT

Old North Road, Box 188, Camden-Wyoming, Delaware 19934
Phone: (302) 697-2173

F. Niel Postlethwait
Superintendent

June 12, 1978

Dr. S. O. Kaylin
Director of Practicums
NOVA University
Fort Lauderdale, Florida 33314

Dear Dr. Kaylin:

This is to certify that as President of the Caesar Rodney Board of Education I have observed the work of F. Niel Postlethwait, Superintendent of the School District, throughout the development and implementation of his practicum, The Development and Implementation of Procedures to Reduce or Minimize Complaints as Related to Extra-curricular Activity Salary Schedules.

I not only endorsed the need for the practicum efforts, I also authorized the Superintendent to proceed with the development, and have subsequently participated in Board discussions and final adoption of the procedures. The results of the practicum have become Board policy and are in use throughout the School District.

I feel Mr. Postlethwait was provided an excellent opportunity for personal growth through this project, and it is one which will be beneficial to other school districts as well.

Sincerely yours,

Joshua T. West

Joshua T. West
President
Caesar Rodney Board of Education

JTW:rc